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A qualitative analysis of the organizational culture on an inner-city revitalization of one government entity in California

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Pepperdine University
Graduate School of Education and Psychology

A QUALITATIVE ANALYSIS OF THE ORGANIZATIONAL CULTURE ON AN INNER-
CITY REVITALIZATION OF ONE GOVERNMENT ENTITY IN CALIFORNIA

A dissertation proposal submitted in partial satisfaction
Of the requirements for the degree of
Doctor of Education in Organizational Leadership

by

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October, 2022

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DOCTOR OF EDUCATION

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TABLE OF CONTENTS

LIST OF TABLES	vii
LIST OF FIGURES	viii
DEDICATION	ix
ACKNOWLEDGMENTS	x
VITA	xi
ABSTRACT	xii
Chapter 1: Introduction	1
Background of the Problem	3
Problem Statement	6
Importance and Purpose of the Study	8
Research Questions	10
Assumptions	11
Limitations	12
Scope and Delimitations	14
Definition of Terms	15
Summary	16
Chapter 2: Review of the Literature	18
Theoretical Framework	19
Denison's Organizational Culture Survey	20
Inner-City Revitalization	27
Review of the Literature	29
Organizational Culture	29
Sustainable Institutions	34
Organizational Leadership	36
Leadership Traits	39
Leadership Style	40
Transformational, Laissez-Faire, and Transactional Leadership Theory	41
Transactional Leadership	42
Transformational Leadership	45
External Circumstances	46
Change Management	47
Organizational Success	48
Organizational Vision	50
Employee Readiness	50
Meaning Making	51

Organizational Change.....	52
Chapter 3: Methodology and Procedures.....	56
Participant Criteria and Consent Procedures	57
Municipalities in California	59
Mayoral Leadership	60
Public Administrators.....	60
Research Approach and Design	61
Face-to-Face Interviews.....	63
Interview Questions	63
Field Test.....	66
Review of City Documentation	66
Organizational Culture Survey	67
Data Process and Analysis	70
Ethical Considerations	71
Summary	71
Chapter 4: Results	73
Quantitative Results	73
Binomial Test Conducted for Involvement Items	76
Binomial Test Conducted for Consistency Items.....	77
Binomial Test Conducted for Adaptability Items	79
Binomial Test Conducted for Mission Items	81
Qualitative Results	84
Qualitative Data Analysis Procedure	84
Presentation of the Qualitative Findings.....	87
Summary	97
Chapter 5: Conclusions, Implications, and Recommendations	100
Study Conclusions	102
RQ1: What Does the Organization’s Culture Look Like Within a City Municipality in California as Assessed by the DOCS?	103
RQ2: What Do Inner-City Revitalization Efforts, as Measured by the Mean Change Percentage in Crime Rate, Poverty Rate, and Unemployment Rate, Look Like Within a City Municipality in California Under the Current Mayorship? .	109
RQ3: What Is the Culture of the Governing Municipality and the Inner-City Revitalization Within the City Municipality in California, as Examined Through Face-to-Face Interviews?	109
Research Study Limitations	114
Implications for Practice	116
Future Research Recommendations.....	116
Closing Comments.....	117

REFERENCES	120
APPENDIX A: IRB Approval	136
APPENDIX B: Informed Consent Form	137
APPENDIX C: Voluntary Participation	138
APPENDIX D: CITI Online Training Certificate	140
APPENDIX E: Denison Organizational Culture Survey Authorization for Use	141
APPENDIX F: Interview Questions	142

LIST OF TABLES

Table 1: Involvement Trait Subscales	24
Table 2: Consistency Trait Subscales.....	25
Table 3: Adaptability Trait Subscales	26
Table 4: Mission Trait Subscales	27
Table 5: Participants and Measures	58
Table 6: Three Phases of DOCS Administration	69
Table 7: Reliability of Organizational Cultural Trait Measure	74
Table 8: Organizational Cultural Trait Statistics.....	75
Table 9: Ranges of Standardized Values	75
Table 10: Results of Binomial Test Conducted for Involvement Items	76
Table 11: Results of Binomial Test Conducted for Consistency Items.....	78
Table 12: Results of Binomial Test Conducted for Adaptability Items	80
Table 13: Results of Binomial Test Conducted for Mission Items	81
Table 14: Inner-City Revitalization Outcomes	83
Table 15: Qualitative Data Analysis Initial Codes	85
Table 16: Qualitative Analysis Grouping of Initial Codes Into Themes.....	87
Table 17: Qualitative Interview Participant Roles in Municipal Government	88

LIST OF FIGURES

Figure 1: Denison's Model of Organizational Culture and Effectiveness	22
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DEDICATION

This dissertation is dedicated to my Mother, Gwendolyn Naylor, who has been my number one supporter from Day 1. I love you, Mom.

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I give all honor and glory to Jesus Christ, my Savior, my Lord, and my Foundation. Thank you for giving me the strength and courage to live out my dreams. Thank you for sending angels along my path who have spoken words of encouragement and support in the darkest hours of my life. You have kept me, molded me, and continue to shower me with love and favor. Thank you for never leaving me and always loving me.

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VITA

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ABSTRACT

Inner-city revitalization is one primary goal of municipal leaders, yet it remains controversial in that it requires the entire municipality to become an organized system operating as an organization. All parties involved in the process of inner-city revitalization must be engaged and willing to undergo the proposed changes. These changes include creating multiple streams of revenue for the city, creating jobs for community members, and encouraging community engagement to develop healthy and happy communities. As leaders engage in this pursuit, they must have a thorough understanding of leadership's critical task to develop an organizational culture that aligns with the mission and vision of inner-city revitalization. Denison and Mishra (1995) pointed out that organizational culture is a key factor of an organization's effectiveness and can be used and manipulated to improve an organization's effectiveness. In this mixed-method study, I examined inner-city revitalization outcomes and the organizational culture within one city in the State of California. This research study included a survey of employees in city government, interviews with selected employees, and an examination of organizational documentation. Although the study is mostly qualitative, it also included descriptive statistics regarding organization culture and inner-city revitalization within the municipality. This study's results may empower urban cities' governing bodies to use organizational culture to create inner-city revitalization policies and strategies that can produce successful outcomes.

Keywords: organizational leadership, organizational culture, inner-city revitalization

Chapter 1: Introduction

Inner-city revitalization is the top priority of governments across the United States. This priority has evolved across North America, from the 1980s until now, to adopt a higher standard of excellence in sustainable development and diverse activities sensitive to the current population's needs. Successful city leaders can adapt to priorities of this era's demands while tackling the challenges present in today's new urban cities (Barber & Pareja Eastaway, 2010). The problems present in the governing of metropolitan cities across the United States require both leadership and governing bodies to possess congruent characteristics with positive change and sustainable development. Successful outcomes in metropolitan cities require city leaders to have a clear vision, make critical decisions, and take actions aligned with an institution's mission (Hellmich & Feeney, 2017). The leadership style in government municipalities, seen in the culture of the organization and their decision-making practices, can lead to resistance, lack of public participation, gaps in implementation, and tensions with current policy (Henderson et al., 2007). For these challenges to be surpassed in inner-city revitalization, Henderson et al. (2007) found it is essential for the government to create a culture that is leveraged to produce outcomes in line with the governing body's vision.

This study was an examination of organizational culture and inner-city revitalization. According to the literature, these two factors have a significant impact on one another and play a part in the overall success of an organization. Not only does organizational culture help to create successful outcomes, but it also has been recognized as a critical component in creating positive institutional changes that are felt internally and externally (Meng & Berger, 2019).

Research has shown two key factors within organizations are impacted by culture: (a) the amount of work produced within and by the organization and (b) the quality of that work. In

terms of municipal governments, organizational culture may have an impact on major agenda items, including inner-city revitalization. Further evaluation of an organization's culture can help to create a greater understanding of how impactful organizational culture components are on the institution, both internally and externally, including that of the community.

For this mixed methods study, inner-city revitalization outcomes were quantified as the mean percentage change in unemployment rate, crime rate, and property values within the municipality from 2014 to 2019. This research study examined organizational culture within the city and how this culture fostered inner-city revitalization outcomes. Other municipalities can use this model to improve inner-city revitalization perceptions, establish hiring requirements for future leaders, develop organizational cultures aligned with inner-city revitalization efforts, and support positive perceptions of change.

This study's presentation was from a social constructivism worldview focused on examining the consequences of organizational culture in a real-world setting (Creswell, 2009). Denison's (1990) Organizational Culture Survey (DOCS) was used to survey public administrators in the participating municipality to identify the type of culture at the governing municipal. Once this was completed, key personnel were selected and interviewed to observe how the organization's culture impacted the inner-city revitalization. Themes from interviews were examined to understand the type of inner-city revitalization that had taken place under the mayor's leadership. This research study's ontology focused on gaining a more profound knowledge of the organizational culture at the governing municipality and how this culture was related to the inner-city revitalization that took place in the community, which is under the city's governance (Hay, 2002). This study's epistemology was aimed at exploring the impact the

internal culture had on the organization's ability to accomplish its transformational goals (Grix, 2002).

This study's results may be used by other municipalities wishing to improve inner-city revitalization efforts and outcomes. By analyzing leadership style and organizational culture, other urban city municipalities may be more equipped to develop and enhance inner-city revitalization policies and strategies affecting the communities they serve. Inner-city revitalization policies and procedures can improve city budgets, reduce municipal turnover rates, improve citizen satisfaction and quality of living, and increase the value associated with businesses and housing within the city.

Background of the Problem

The late 1950s brought about significant changes to organizational leadership. The field of organizational leadership began to see new ideas about organizational management. These new ideas transitioned from the scientific movement to a more humanistic approach, which Bennis (1959) referred to as “revisionist.” The revisionist approach included researchers such as Argyris, Likert, and McGregor. These revisionist researchers adopted a person-centered approach to organizational management, which proposed happy employees were the key to meeting organizational goals (Bennis, 1959).

Along with organizational management and goal achievement, organizational leadership scholarship began to look at what helped organizations obtain a reputation for excellence. Peters and Waterman (1982) discovered organizations with a reputation for excellence shared certain traits, which they attributed to the organization’s culture. These organizations’ leading traits included highlighting their employees' work, encouraging their high-performing employees, and placing high expectations on their employees. Employees achieved these expectations due to

systems encouraging responsibility and autonomy while rewarding workers with public recognition and raises.

This study's background comes from a scholarly examination of the research on organizational culture and inner-city revitalization. Although some research on organizational culture exists, more research on organizational culture within governing bodies at the city level needs to be conducted. Research on this subject matter will help inner cities experiencing high rates of poverty, crime, and lower housing rates to equip themselves to set and achieve inner-city revitalization goals.

City-center and inner-city revitalization have been the priority of policymakers in urban economies for more than 20 years. Although inner-city revitalization is a priority of urban economic policymakers, specific challenges related to achieving inner-city revitalization exist. These challenges include the scale of the ambitions and complexities within inner cities. Throughout history, leadership has evolved to overcome these challenges and to adapt to inner-city revitalization challenges (Barber & Pareja Eastaway, 2010).

Urban centers across the United States face high rates of homelessness, unemployment, and inner-city crime. The amount of homelessness, crime, and unemployment rates have an impact on the quality of life for the city's residents and the community at large. Leaders and future leaders need to identify and adopt efficient and effective practices to transform cities and to shift the statistics of homelessness, crime, and unemployment that are negatively impacting the community over which they preside. Community transformation requires leaders skilled at leading and establishing healthy organizational cultures that promote positive movement and achievement. Urban revitalization, also known as gentrification, is focused on building global, competitive, and world-renowned cities. The inner-city revitalization process includes efforts to

attract more businesses and homebuyers to the area (Rousseau, 2009). Although some see inner-city revitalization as beneficial to the community, others believe the process is detrimental to the community. Those who are for inner-city revitalization cite the economic benefits associated with inner-city revitalization.

One way policymakers and leaders of urban cities might overcome these obstacles and adapt to the challenges of inner-city revitalization is by monitoring the culture of the municipal government, which is established and maintained to improve the effectiveness of goals targeted toward quality of life in the community. The organizational culture is developed and supported by and through an institution's leadership. The established direction of leadership determines the culture of the institution. Established direction accomplished by what leaders say and how they behave within the institution. What leaders say and how they behave dictate to the institution what practices are acceptable and what techniques are unacceptable. Acceptable and unacceptable practices are translated into the organizational culture as compensation systems, organizational structures, human resources policies, human relations policies, and individual motivation and behavior (Martin & Hafer, 2017).

The construct of organizational culture, dictates internal institutional processes, hiring processes, and behavior tolerated or not tolerated within and by the institution. The institutional culture is developed through the leaders' approach. The leaders' approach, which is vital to creating a culture that supports creating and implementing strategic plans, is critical to the organization's success and achievements. Although many studies in the field of organizational leadership have discussed the technical aspects of strategic planning and strategic execution, they often have failed to consider the organizational culture and leadership approaches necessary to develop an organizational culture that supports the institution's development and city planning

implementation. Examining the organizational culture allows the administration to determine which approaches must either keep the current culture or develop a new culture that is more conducive to strategic planning and implementation (Mohelska & Sokolova, 2018).

Problem Statement

Within the field of organizational leadership and municipal management, a lack of understanding remains within governing institutions of organizational culture and inner-city revitalization outcomes. This lack of knowledge creates a problem for urban cities and city leaders who want to accomplish significant change within their cities. Capable inner-city municipal governments require leadership adaptable to the community's emerging needs while delivering sustainable change (Blunden et al., 2017). Urban inner-city leaders focused on creating change must encourage leadership principles and establish an overall organizational culture suitable to overcome the city's challenges.

Government municipalities are facing constant change and turbulence. To accomplish change, local government municipalities must cultivate environments that can operate in an ever-changing society while meeting the needs of the demographic region they manage. Successful government municipalities are established and supported by the leadership and culture within the organization. A greater comprehension of the organization's culture and leadership style is a prerequisite to building successful government municipalities.

Every innovation and change in society is matched by possibilities for certain behaviors to occur. Throughout history, numerous disruptors have created changes in behaviors and have expanded upon the change possibilities in place at a given time or place. Once these behaviors become adopted and practiced routinely, they become accepted as new norms (Sutherland, 2014). Sutherland (2014) said norms become so accepted they become invisible to the system.

In 1964, Drucker, a published author in the field of organizational leadership, said, “Efficiency is doing things right, and effectiveness is doing the right things” (p. 47).

Organizational behavior and the field’s systematic study of leadership focus on examining a given organization's effectiveness and efficiency. The study of organizational behavior asks the questions; Are the employees doing things right, and are the things they are doing right and Whether organizations are engaging and focused on the right things is a question that resounds throughout every organization.

The study of the effectiveness and efficiency of an organization has been ongoing throughout the history of organizational leadership. Early research focused on outcomes and the process that achieved the outcomes. One researcher in this arena, F. W. Taylor (1947), was a proponent of process-based thinking, which focused on time management and the organization of workers. Workers were thought of as part of a more massive machine and less as people (F. W. Taylor, 1947).

According to Denison (1990), Other research has pointed to the culture of an organization as the key factor playing a role in an organization’s success and sustainability. The success of an organization has been found to link to four main traits of an organization: mission, involvement, adaptability, and consistency (Denison, 1990). Denison (1990) found organizations adhering to mission have strong employee involvement, high adaptability, and a high level of consistency and can better achieve their desired outcomes. Because of the importance of culture within an organization, it is imperative city governments gain more insight into how culture impacts their ability to achieve inner-city revitalization. Lack of focused research and attention on the culture of city governments and how that culture relates to inner-city revitalization outcomes may result

in a lack of knowledge about how municipalities can use organizational culture to manipulate and enhance their success related to inner-city revitalization.

Importance and Purpose of the Study

The importance and purpose of this research study was to increase knowledge and contribute to literature on organizational culture and inner-city revitalization outcomes at the municipal government level. The study went a step further and explored the impact the culture of the organization has on inner-city revitalization outcomes. The independent variable in this study was organizational culture; the dependent variables included revitalization outcomes as measured by mean change in crime rate, unemployment rate, and property value before and after current mayorship. The analysis of the independent variable and the dependent variables included a descriptive summary of the city government's current organizational culture, the inner-city revitalization outcomes, and interviews exploring the influence organizational culture had on perceptions of inner-city revitalization efforts. This mixed-methods study's scope was limited to the organizational culture and inner-city revitalization outcomes within one city in California.

This study was also limited by only examined the mean change in crime rate, unemployment rate, and property values from 2014 to 2019. The reason for this chosen time frame is due to the COVID-19 global pandemic, which has impacted the infrastructure of city governments and their priorities for inner-city revitalization significantly. I chose not to consider the impact of COVID-19 to present a clearer picture of the variables under more stable conditions.

The foundation of this research was based on three questions focused on gaining a more in-depth picture of the subject matter. Answers to the research questions of this study will develop a greater comprehension of how an organizational culture impacts inner-city

revitalization efforts at the city governing level. A greater comprehension of the culture of a governing municipality and inner-city revitalization outcomes contributes to organizational leadership and urban city management research. This research increased city management and leadership's knowledge of the importance of organizational culture and helped create a solid foundation for developing government municipal leadership teams prepared to achieve inner-city revitalization plans successfully. More specifically, this study explored the organization's culture at a single municipality office in the State of California and inner-city revitalization. The organization's culture, translated through leadership, has been described as the glue binding organizations together and maintaining a unity system through beliefs (Bolman & Deal, 2008).

Organizational culture provides instructions for making decisions within the organization. Along with giving instructions for decision making, the culture of an organization provides a blueprint informing managers whether they need to abide by its policies, procedures, rules, and standards. These standards guide their decision-making practices by employing supporting tools and peer learning to further the process of making decisions within the organization (Marchisotti et al., 2018). This study's focus was to examine an organizational culture and inner-city revitalization at a city municipality. Objectives of this research study were to identify and describe the type of culture at the municipal office (via the DOCS and face-to-face interviews) and to identify outcomes of inner-city revitalization efforts that occurred from 2014 to 2019 (via mean change).

Within the realm of organizational leadership, a newer notion of culture examines the organization's social factors and underpinnings at the core root; it is imperative to analyze different leadership dynamics related to the current organization culture. Leadership's approach

to developing an internal culture that supports its mission, values, and vision impacts its ability to align with the values, vision, and mission in its actions (Mohelska & Sokolova, 2018).

Research Questions

This study explored the following questions:

- RQ1: What does the culture of the organization look like within a city municipality in California as assessed by the DOCS?

The DOCS (Denison, 1990) breaks culture down into four main variables experienced within the organization: mission, adaptability, involvement, and consistency. The terms are each broken down into three components. Mission is quantified as the intent and direction proposed strategically, objectives and goals that are laid out, and the vision that is presented. The adaptability of an organization is defined as the ability to create change, the focus on the customers, and the learning that takes place in the organization. Involvement in an organization's culture consists of empowerment within the organization, the orientation on the team, and the capability developed within the organization. Consistency is examined through core values within the organization, the agreement level of the organization, and the integration and coordination within the organization.

- RQ2: What do inner-city revitalization efforts, as measured by the mean change in crime rate, poverty rate, and unemployment rate, look like within a city under the current mayorship?
- RQ3: What is the culture of the governing municipality and the inner-city revitalization within a city municipality in California, as examined through face-to-face interviews?

This study's primary instruments included the DOCS (Denison, 1990), an examination of city documentation, and face-to-face interviews with selected employees of the city municipal

offices. The culture at the city's municipal offices was examined using the DOCS. Inner-city revitalization outcomes were analyzed using the mean difference between crime and unemployment rate before and after the current mayorship. The culture of the governing municipality and inner-city revitalization outcomes were explored using face-to-face interviews with the mayor and employees whom the mayor selected to participate. Data analysis included Pearson r correlations between the independent variable, organizational culture, and the dependent variables (i.e., revitalization outcomes as measured by mean change in crime rate, unemployment rate, and property value before and after current mayorship).

Assumptions

The study's assumptions were based on previous knowledge, education, experience, and research showing the culture of an organization may have an impact on an organization's outcomes. This study assumed inner-city revitalization was represented accurately by the unemployment rate, crime rate, and property values within the city and this measurement was consistent with an effective quantifiable definition translatable to other cities. Spaans (2004) found a significant consideration of inner-city revitalization is the city's economic profile. Other factors impacting inner-city revitalization were technological advances, communication, and globalization (Spaans, 2004). Although this study recognized other factors influencing perceptions of inner-city revitalization, the study was only interested in exploring the link between the governing municipality's culture and the significance it may have despite these other factors.

Finally, this study assumed the mayor's office and its vision for the city was responsible for the inner-city revitalization that occurred. The vision was assumed to have not considered other parameters for economic benefit; however, the perception of the motivation for inner-city

revitalization may also be a factor in the culture of an organization and inner-city revitalization. Mumm (2017) found inner-city revitalization stemmed from capitalism and global colonialism, which manifested through displacement of individual races and the lower class for specific communities. In turn, this displacement creates room for banking industries and government entities to profit without considering the public who resides in the community (Mumm, 2017).

Limitations

Limitations derive from the study design and methodology of a study. Each study design and methodology present a set of limitations impacting the study (Simon & Goes, 2012). A limitation of studies using interviews is that the interviews are conducted within a specific group of people, and it remains uncertain if the findings generalize to other situations and groups (Simon & Goes, 2012). Simon and Goes (2012) pointed out that generalizability is limited within survey research due to time constraints. Along with time constraints, surveys force participants into response categories, limiting the response range. Researchers may also run into researcher bias when analyzing the data.

Several limitations existed in this study. The limitations arose in terms of sampling and the research framework. First, the culture within an organization is a complex phenomenon. Within this occurrence lies the questions of how and when the culture of an organization is developed. These questions have a history of being studied through different means, which sheds light on different cultural aspects. Ellinas et al.'s (2017) study showed although the culture of an organization may appear to be a certain way, underlying components in the organization's culture work to create that appearance. For example, the study identified a coherent culture might be apparent due to social conformity, social rank, and peer pressure within the culture influencing performance levels.

Although this study attempted to gather a broad picture of the culture of the organization at government organizations, this study did not consider external factors that may contribute to the overall institution's success. This study looked at internal factors of an institution; however, external factors may contribute to the organization's behavior. The theory behind this is that institutions can control what the institution creates within itself. Many times, external factors are uncontrollable. As the recession of 2009 demonstrated, external factors may impact institutions, yet they do not necessarily dictate whether an institution will be successful despite external forces.

Limitations of this study included the following: (a) the research was focused on a single municipal office in one city in the State of California, (b) the research focused on only two variables (i.e., inner-city revitalization and organizational culture) and did not consider external factors or other internal factors that may have impacted either variable, and (c) the research did not consider the prior leadership in office or external factors that may have impacted the culture of the organization or inner-city revitalization. These limitations may have impacted the generalizability of the study and recommendations made for future studies.

The culture present within an organization is a complex phenomenon. No two organizations are the same due to the complexity of the phenomenon. Within this phenomenon lies how and when the culture of an organization is developed. These questions have been studied through different means, which has shed light on the different cultural aspects. One study, conducted by Ellinas et al. (2017), showed an institution's culture may appear to be a certain way, but there are underlying components in the institution's culture that work to create that appearance. For example, the study identified a coherent organizational culture type might

be apparent due to social conformity, social rank, and peer pressure within the culture influencing the performance levels.

Scope and Delimitations

Characteristics deriving from the researcher's decisions are delimitations of the research study. These decisions include conscious exclusionary and inclusionary choices made during development of the study. Delimitations include the choice of the problem and excluding other factors (Simon & Goes, 2012). Only public administrators, including the city mayor, were evaluated. The evaluation excluded community members and other city workers who may have had an impact on an inner-city generation. Next, the quantification of inner-city revitalization only included three variables: crime rate, unemployment rate, and property values. The quantification excluded other fiscal and quality of life factors that may also be representative of inner-city revitalization. These factors were chosen due to their annual reporting guidelines, and the report of the mayor which indicated that these factors are associated with the city's evaluation of successful outcomes.

The focus of this study was to take a qualitative approach to examining organizational culture and inner-city revitalization within a city in California. Participants for this mixed-methods research study were selected through convenience sampling. Convenience sampling entails selecting participants based on whether they are willing to participate in the study. This type of sampling is useful for obtaining results; however, it may include volunteer bias (Etikan et al., 2016). This study considered that participants willingness to participate in this study may or may not have been a representation of other government municipalities. Although this study was mainly qualitative in nature, the study did use descriptive data to understand organizational culture from a quantitative perspective.

Definition of Terms

- *Adaptability* refers to the institution's ability to understand the environment's demands and to put those demands into action. This aspect of organizational culture includes organizational learning, member focus, and creating change (Denison, 1990).
- *Consistency* refers to the systems and values translated throughout the institution (Denison, 1997, 2000).
- *Government leadership* uses legislation to influence and guide the course of action of others (Koehler & Pankowski, 1997).
- *Involvement* refers to the institution's level of employee involvement, including a sense of inner-city responsibility and ownership (Denison, 1997, 2000)
- *Leader* is defined as a person who creates revision and change of the organizational structure and processes necessary due to an ever-changing society. Two tasks of leadership are to motivate and to set goals (Gardner, 1990).
- *Leadership style* refers to the attributes, traits, and characteristics of leaders (Gardner, 1990).
- *Mission* refers to the institution's ability to identify and adhere to a meaningful long-term direction. This train of thought provides the institution with a shared vision and focus on the future (Denison, 1997, 2000).
- *Organizational culture* refers to the underlying principles, beliefs, and values within an organization that work to create a foundation for an institution's principles and practices. These principles and practices are passed down, hold significant meaning to the members of the institution, and demonstrate strategies and beliefs that produce positive outcomes currently and, in the past (Denison, 1990).

- *Revitalization* refers to rebuilding, rediscovery, and revitalization (Gardner, 1990) quantified in this study as the unemployment rate, crime rate, and property values.
- *Transactional leadership* is leadership operating within the current structure and is based on the promise of rewards in return for goal achievement. This style of leadership is best suited for more stable environments (Bass, 1990).
- *Transformational leadership* is a leadership style that produces a change in followers' necessities and goals (Burns, 1978).

Summary

Chapter 1 started by introducing the topic of this study. In the introduction, I presented the subject of this research study as a single municipal city office in the State of California as well as its culture and inner-city revitalization. The introduction also highlighted the top priority in today's municipal governments is inner-city revitalization. In Chapter 1, I discussed the importance of organizational culture in determining the direction and attainability of an institution's mission. This study's nature stemmed from a scholarly review highlighting the need for additional research in the fields of organizational culture and inner-city revitalization. There is an increasing need to elect government officials competent in their leadership practices and to create change in their cities. With high rates of poverty, crime, and homelessness, inner cities are in grave need of leaders who can create positive change internally and externally.

This research is presented in a total of five chapters. Chapter 1 presents an introduction to revitalization and organizational culture. Following the introduction, I provided background on the subject matter, explained the problem within the field of study, presented the purpose of the study, highlighted the significance, outlined the research questions, presented the study's design, discussed the limitations, defined key terms, and summarized the chapter. Chapter 2 provides a

foundation of theory and research supporting the theory on which this study is based. Chapter 3 presents the methods and a rationale for the mixed-methods design chosen for this study. Chapter 4 provides an overall analysis of the study's findings, a presentation of the data, the results, and a summary. Chapter 5 includes the study's conclusions and further recommendations for research on the subject matter.

Chapter 2: Review of the Literature

This chapter provides a detailed explanation of the literature's historical review associated with organizational culture and inner-city revitalization. Through the literature review, the reader can understand the development and support of the research questions on which this study is based: What is the culture at the city governing organization, what do the inner-city revitalization efforts at the city municipal offices look like, and what are the inner-city revitalization efforts that have taken place? Although these variables have been studied independently, a need exists in the research community to examine the variable of organizational culture within the realm of leadership as it relates to the effectiveness and success of government municipalities (Fulmer & Ostroff, 2017; Malik et al., 2017; Zhu et al., 2013).

The second chapter begins with an explanation of the theoretical framework that is the foundation of this research study. This chapter gives a brief background of the subjects for this study, a synopsis of organizational culture, and a discussion of leadership's significance within an institution. Next, this chapter examines theories and concepts related to organizational culture and inner-city revitalization. The subsequent section of this chapter reviews the research on factors of organizational culture, its effectiveness, and inner-city revitalization. This section also explains what research has found on existing topics of leadership principles related to organizational culture, transformation, and effectiveness. In conclusion, this chapter summarizes this study's fundamental concepts. Chapter 2 includes a summary of the historical background of the issue being studied, the context of the problem being studied, and concludes with a discussion of the theories guiding this study.

To better understand organizational culture and inner-city revitalization, the researcher engaged in a comprehensive study of the subject matter's critical concepts. The researcher

intended to connect multiple theoretical constructs. Using resources through online databases, including peer-reviewed journals and publication sites, the researcher explored essential ideas and concepts that provided a more detailed explanation of the variables that are going to be studied. The information found via the online databases provided the research with sources for the study's content, content related to the research, the methodology, and the analysis of data.

The researcher in this study used the following databases to investigate the theoretical framework guiding this study: Dissertation and Thesis, Academic Search Complete, ProQuest Central, and ProQuest Research Library. The search terms used to investigate this study's theoretical framework were “organizational culture,” “leadership style,” “leadership effectiveness,” “organizational change,” “sustainable institutions,” “government,” “inner-city revitalization,” and “leadership behavior.” From these terms, the researcher found related terms that explained concepts are connected and the impact the ideas have on the institution. These search terms offered an identification of relevant studies.

Theoretical Framework

Along with organizational management and goal achievement, organizational leadership has transitioned into taking a closer look at what assists organizations in obtaining a reputation for excellence. Peters and Waterman (1982) discovered organizations with a reputation for excellence had certain traits they shared. They attributed these traits to the organization's culture. These organizations' leading traits included highlighting the work of their employees, encouraging their high performing employees, and placing high expectations on their employees. Employees achieved these expectations due to systems encouraging responsibility and autonomy while rewarding workers with public recognition and raises. The focus of the top-performing organizations studied was their customers. These organizations were committed to producing

top-quality products and easy customer access to the company. The leader served as the model and supported the organization's values with their actions and words, which was translated and seen in the culture of the organization (Peters & Waterman, 1982).

Further research was conducted to define organizational culture and add to the growing literature. Deal and Kennedy (1982) conducted interviews at major companies including Procter and Gamble and IBM. These interviews were aimed at examining the organizational culture and the transmission of the company's mission, vision, and values. The study found these organizations communicated the company's philosophy, goals, and objectives to employees in various positions. The values' transmission was done through strong communication networks, top-performing employees, and rituals and rites.

Another researcher found innovation was an intricate component of organizational culture. Kanter (1983) labeled organizations such as Polaroid and General Electric as being “integrative” organizations. In these integrative organizations, workers are the source of innovation and are encouraged to explore new ideas. Support for exploration comes through high levels of communication, time allocation, and access to resources.

Early studies of organizational culture continued over the decades. Much of this research was conducted through observations, interviews, and narratives given by the employees. Although these theorist's research identified many factors of organizational culture, due to their lack of scientific measures much of the research was labeled as “unscientific” and “soft” (Denison, 1990).

Denison's Organizational Culture Survey

Denison (1990) gave a foundational definition of culture in the book, *Corporate Culture and Organizational Effectiveness*. Denison (1990) stated organizational culture is made up of

three main variables, beliefs, values, and principals. These principles, values, and beliefs are the foundation of that organization's system of leadership and management principles. The system of management is the behaviors and practices that are a reflection and catalyst for the said principles. The principles are resilient within the organization because they create meaning for the employees and testaments to strategies that have sustained and continue to grow the organization.

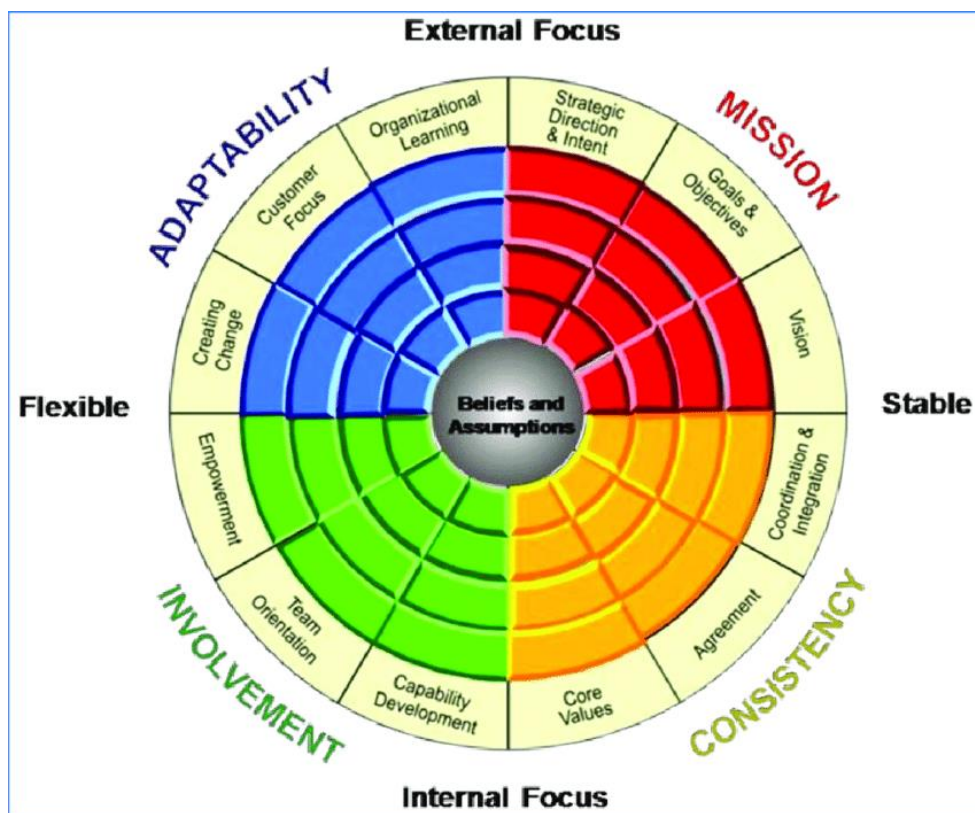
In *Corporate Culture and Organizational Effectiveness*, Denison (1990) defined organizational culture as:

The underlying values, beliefs, and principles that serve as a foundation for an organization's management system and the set of management practices and behaviors that both exemplify and reinforce these basic principles. These principles and practices endure because they have meaning for the members of an organization. They represent strategies for survival that has worked well in the past and that the members believe will work again in the future. (p. 2)

To define the cultures of numerous organizations and examine corporations' financial success, Denison (1990) used a mixed methods approach including both qualitative and quantitative data. The quantitative data used in *Corporate Culture and Organizational Effectiveness* came from Denison's use of the Organization Survey Profile and the Survey of Organizations. Denison's studies concluded the culture of an organization is a crucial factor in determining that organization's effectiveness. From the research, Denison developed four primary traits of an organization's culture: member involvement, mission, consistency throughout the organization, and the organization's adaptability (see Figure 1).

Figure 1

Denison's Model of Organizational Culture and Effectiveness



Note. From "Corporate Culture and Organizational Effectiveness" by D. R. Denison, 1990.

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Denison's (1990) Organizational Culture Survey is an examination of an organization's success in their industry. The survey examines leadership style and the culture in the organization and how they contribute to the success of the organization. The survey is used as an improvement tool, and consultants are used to assist organizations in examining and shifting their culture based upon their specific survey results (Denison, 1990).

Denison's (1990) organizational culture model divides culture into four distinct characteristics found within an organization: involvement, mission, consistency, and adaptability.

These traits are examined in terms of balance. The model suggests strengths in one area may lead to weaknesses in another area. The imbalance of organizational traits may lead to poor performance in all areas. The ideal state is for organizations to be completely balanced in their strength of all four traits (Denison, 1990).

Involvement is the employee's level of involvement and participation within the organization. The most effective organizations have a significant number of employees engaged in the processes and practices of the organization. The level of high involvement results in the employees feeling as though they are a part of the organization and are more invested. Their investment in the organization leads to a greater level of responsibility, higher commitment, and goal achievement (Denison, 1990; see measurements in Table 1).

Table 1*Involvement Trait Subscales*

Empowerment	Team Orientation	Capability Development
Most employees in this organization are highly involved in their work	Cooperation and collaboration across functional roles are actively encouraged in this organization	This organization delegates authority so that people can act on their own
Decisions in this organization are usually made at the level where the best information is available	Working in this organization is like being part of a team	The capability of the people in this organization is viewed as an important source of competitive advantage
Information is widely shared in this organization so that everyone can get the information s/he needs when it is needed	Work is sensibly organized in this organization so that each person can see the relationship between his/her work and the goals of the organization	This organization continuously invests in the skills of its employees
Everyone in this organization believes that s/he can have a positive impact	Teams are the primary building block of this organization	The "bench strength" of this organization is constantly improving
Business planning in our organization is ongoing and involves everyone in the process to some degree	This organization relies on horizontal control and coordination to get work done, rather than hierarchy	Problems often arise in my organization because we do not have the skills necessary to do the job

Consistency is also a part of Denison's (1990) model. Consistency is the maintenance of the culture within the organization. High consistency is seen in organizations focused on promoting the goals, values, and mission within the organization. Employees can focus on the same goals and achieve alignment due to the clear communication of the organization's values and rules (see measurements in Table 2).

Table 2*Consistency Trait Subscales*

Coordination and Integration	Agreement	Core Values
Our approach to doing business is very consistent and predictable	When disagreements occur, we work hard to achieve "win-win" solutions	There is a clear and consistent set of values in this company that governs the way we do business
There is good alignment of goals across levels of this organization	This organization has a strong culture	This company has a characteristic management style and a distinct set of management practices
People from different organizational units still share a common perspective	There is clear agreement about the right way and the wrong way to do things in this organization	The managers in this company "practice what they preach"
It is easy to coordinate projects across functional units in this organization	It is easy for us to reach consensus, even on difficult issues	This organization has an ethical code that guides our behavior and tells us right from wrong
Working with someone from another part of this organization is like working with someone from a different company	We often have trouble reaching agreement on key issues	Ignoring the core values of this organization will get you in trouble

Adaptability is another trait of Denison's (1990) model. Adaptability is seen in how well an organization adapts to change. Organizations with high adaptability can adapt to both internal and external changes with low resistance. Employees in highly adaptable organizations can quickly adopt new practices, policies, and procedures without excessive difficulties (Denison, 1990; see measurements in Table 3).

Table 3*Adaptability Trait Subscales*

Creating Change	Customer Focus	Organizational Learning
This organization is very responsive and changes easily	Customer comments and recommendations often lead to changes in this organization	This organization encourages innovation and rewards those who take risks
This organization responds well to competitors and other changes in the external business environment	Customer input directly influences our decisions	We view failure as an opportunity for learning and improvement
This organization continually adopts new and improved ways to do work	All members of this organization have a deep understanding of customer wants and needs	Lots of things "fall between the cracks" in this organization.
Attempts to change this organization usually meet with resistance	We encourage direct contact with customers by members of the organization	Learning is an important objective in our day-to-day work
Different units in this organization often cooperate to create change	The interests of the final customer often are ignored in our decisions	We make certain that the "right hand knows what the left is doing."

Mission is the final trait of Denison's (1990) model. The mission is the organization's alignment with purpose. Organizations scoring high on the mission trait possess a high sense of their direction and goals. The well-defined sense of direction and goals provides employees with a reason to work beyond the economic benefit and creates effective decision making within the organization (Denison, 1990; see measurements in Table 4).

Table 4*Mission Trait Subscales*

Strategic Direction and Intent	Goals and Objectives	Vision
This organization has a clear mission that gives meaning and direction to our work	There is widespread agreement about the goals of this organization	We have a shared vision of what this organization will be like in the future.
This organization has a long-term purpose and direction	The leaders of this organization set goals that are ambitious, but realistic	The leaders in this organization have a long-term orientation
The strategic direction of this organization is unclear to me	The leadership of this organization has "gone on record" about the objectives we are trying to meet	Short-term thinking often compromises long-term vision
This organization has a clear strategy for the future	We continuously track our progress against our stated goals	Our vision creates excitement and motivation for our employees
Our organization's strategy is leading other firms to change the ways that they compete	The people in this organization understand what needs to be done for us to succeed in the long run	We can meet short-term demand without compromising our long-term vision

Inner-City Revitalization

Many theories have been formed to define inner-city revitalization and the explanation of the decline and revitalization of inner cities. Inner-city communities experience four distinct changes based on their socioeconomic and physical characteristics. These changes include stability, large-scale redevelopment, decline, and revitalization. Although there is no specific definition for an inner city, McLemore et al. (1975) defined inner city by the following characteristics. The first characteristic is an inner city is the part of the city that experienced development first and generally is made up of the older developments unlike the non-inner city. Another characteristic of the inner city as defined by McLemore et al. (1975) is the population is dense and has more traffic than non-inner cities. The final characteristic is an inner city is a major central hub for businesses and city commerce.

In the 1980s, responsibility for inner-city revitalization shifted from federal governments to local municipalities. This shift included enhancing the presence of the private sector and their role in the process of inner-city revitalization. Increased participation of the private sector was met with tension between community concerns and capital interests. As local governments aim to innovate and embrace globalism for the purpose of increased capital, shifts in management practices have also become apparent (Weber, 2002).

Revitalization has become one of the key priorities of governing municipalities in the 21st century. The concept of revitalization has traditionally been linked with debilitating practices and have led to large populations of individuals who have been displaced from their homes and from their lands. One case of displacement was that of the Cherokee Indians being removed by force from their land and placed onto reservations (F. Murphy et al., 2008). Displacement has become associated with revitalization and has strong implications of the removal of people from their communities and environment. Another historical documentation of large-scale displacement in the 21st century took place in the city of New Orleans. In New Orleans, almost 200,000 residents, living in single-family homes, condos, and townhouses, were displaced due to the development of HUD housing. Despite being provided with vouchers for relocation, these individuals were met with escalated rental rates and the reality of no longer being a part of their long-established community (Fullilove, 1996). Local, state, and national leaders must, as a part of the revitalization, not only consider the capital gains of revitalization but also ensure community members are heard and can have their needs met (Kaye & Harris, 2018).

The past 2 decades of U.S. history have included the migration of upper income and middle-class groups to inner cities. The migration has led to private and public investment

supportive of revitalization efforts. These revitalization efforts include but are not limited to reconstruction of sewer systems, development of green space, improved educational systems and opportunities for learning, better transportation services, and more entertainment. Alongside this revitalization has come better policies and laws directly impacting the quality of life in and around the inner cities (F. G. Murphy & Taylor, 2020).

Review of the Literature

Organizational Culture

Change is an inevitable part of life and, therefore, of institutions. Many factors play into whether an institution readily accepts the change. One factor includes how change is perceived and the institution (Mollanorouzi, 2012). An organization can resist change or accept the change and the possibilities that come along with it. Given this knowledge, it may be wise for the organization to base some of the hiring decisions upon the rate of change acceptance that a potential candidate may possess. An institution may do this through interviews, assessments, and hiring practices, which are qualities of the potential employees.

Certain personality traits are said to affect an employee's propensity to be resistant to change. Chung et al. (2012) found self-reflection was an antecedent of cognitive flexibility. Cognitive flexibility was said to negatively affect significant resistance, mental resistance, and behavioral resistance to change. Hiring practices targeting individuals who rate higher on a scale of cognitive flexibility may prove beneficial for institutions that are or will experience change. Because all institutions fall into the category of will or are experiencing growth, institutions hiring according to this knowledge may experience less resistance and more cohesion when encountering the challenge of implementing change.

The examination of organizational culture is beneficial to institutions wanting to implement change within their institutions. Within the administrative change processes, the organization must be assessed for its current state. The current state includes the style of leadership present as well as the culture of the institution. Institutions failing to identify the contemporary organizational culture may be impeded by their lack of organizational change within the institution and may be met with more extreme barriers to change. In 2016, the concept of culture within the organization was new and promising; however, it is challenging to study because it is an invisible entity. Although the concept is dynamic and challenging to learn, organizational culture has also been a powerful tool within the institution. When this tool is used by leadership, it has the power to improve communication, increase organizational commitment and loyalty, mobilize initiatives, and focus institutions and employees on set goals and joint missions (Mihalache & Albu, 2016).

The culture of the organization is comprised of the institution's symbols, practices, beliefs, and other cultural dynamics maintaining its structure. Culture is based on selected behaviors and can be seen through the patterns and assumptions of the institution. In the past, organizational culture was a major topic of interest for sociologists and psychologists. These studies have led to distinct differences, which have slowly been resolved by studying organizational culture (Ouchi & Wilkins, 1985). Wallach (1983) argued, Organizational culture is the common understanding and agreement of beliefs, values, norms, and philosophies of how things work internally and externally.

Organizational culture impacts many different facets of the organization. Naranjo-Valencia et al. (2016) found the culture of an organization is a predictor of the stimulation of innovation within the organization. The study showed the values determined within the

organizational culture have the power to restrain or stimulate innovation within the organization. Organizations who desire to cultivate certain aspects of their employees and their behaviors must take into consideration the current culture that the organization has and strategically work to change the organizational culture in ways that will cultivate the behavioral change that is desired within the organization. To strategically plan and successfully implement change strategies within the organization, culture must first be examined and manipulated if necessary.

Organizational culture is passed down from the leaders in the institution. Through symbols, storytelling, training, traditions, and model behavior, leaders work to preserve the institution's culture. The preservation of an organization's culture directly impacts its ability to develop internal cohesion and change and adapt internally and externally. For an institution to change and adapt, the organizational culture must change. The change in organizational culture is difficult to achieve quickly due to the culture being developed over the years. Generally, organizational culture change is a direct result of the organization's desire to preserve itself. Preservation of the institution and the need to adapt culturally is influenced by internal and external factors that create challenges for the institution (Muscalu, 2014).

The definition of organizational culture is a pattern of the beliefs, practices, artifacts, and values outlining how employees of that institution are to the things they are to do. Organizational culture also outlines who potential members are and who they are not (Bolman & Deal, 2008). The construct dictates the internal institution process, hiring processes, and behavior tolerated or not tolerated in the institution and by the institution. Because the construct leads the organization in such a profound way, collective organizations tend to be more analytical in the decision-making process and less instinctual (Williams & Glisson, 2014).

The subject of organizational culture is becoming increasingly popular in academia and in discussions of organizational leadership. While the concept of organizational culture is increasing in popularity, a disparity exists between the amount of research and the institution's research application. This implies that regardless of the popularity, there continues to be a lack of understanding about organizational culture and organizational structure. The institution's structure is the plan for success and includes size, hierarchy, centralization, and specialization (Sharda & Miller, 2001).

Organizational culture is specific to the organization and is an element that can give the institution an advantage in a particular industry. Organizational culture is not only impacted by the type of industry, but it is also influenced by the external culture of the region in which it operates. In more individualistic cultures, organizational leaders tend to take responsibility for decision making and do so apart from the employees instead of more collectivist cultures such as Japan, where decision making is a more inclusive process (Williams & Glisson, 2014).

Organizational culture is related to how effective and efficient an institution is at accomplishing organizational change. The type of culture impacts the organization's ability to have successful outcomes for its planning and implementation. Williams and Beidas's (2018) research showed institutions with more proficient organizational cultures successfully reduced turnover rates strategically. Institutions working at developing experienced cultures are better suited to developing strategic plans within their institutions while adhering to the culture. Within the strategic plan and implementation, it becomes essential for institutions to ensure the plan's adherence and implantation of the supportive culture within the organization.

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Studies show institutions can improve their ability to be effective by strategically developing organizational cultures that encourage certain behaviors positioning the institution to succeed in their mission achievement. Depending upon which industry an institution is in, these organizational behaviors may differ. For example, there may be a safety culture in industrial settings indicating a need for more safety behaviors to achieve their mission (Williams & Glisson, 2014).

Organizational culture contributes to many aspects of an institution. Marulanda et al. (2018) found organizational culture was one of the critical components of knowledge transfer within an institution. The stronger the organizational culture, the better developed processes for knowledge transfer are within an institution. For institutions to improve their knowledge transfer methods, they must pay attention to their organizational culture and leadership style within the organization.

Organizational culture is the tool conveying to leadership and employees how to behave within the institution. It also goes one step further, providing a set guide for behavior and a standard of care for internal resources and external resources engagement, including consumers. During strategic planning and implementation, organizational culture dictates which strategic plans will work for the institution and how those strategic plans should be best implemented.

With the increase of scholarship and understanding of organizational culture and its implications on the institution's different abilities, more people are beginning to study the

construct concerning leadership and the intentional and unintentional behaviors leadership perpetuates. Kim and Mondello (2014) pointed out that managerial values and constructive organizational culture in the sports industry have not been studied much. As a result of their findings of the lack of information, this study examined the different measurement model structures that are a part of a sports institution's organizational culture. Having evaluation methods as a part of the organizational culture allows leadership to modify and examine what is working within the institution and what needs to change within the institution.

Performance, internal service quality, and organizational culture have been found to have a healthy impact on the institution. Internal service quality impacts organizational culture and organizational performance. Collaborative cultures and internal service quality within the institution affect the institution (Latif & Ullah, 2016). Organizations aware of their current organizational culture have set in place measurement tools that continue to evaluate the culture for efficiency and effectiveness to use the culture to enhance strategic planning and implementation outcomes within the institution.

Within an organizational culture, different social contexts impact an institution's productivity and processes. For example, within the institution, microlevel processes resulting from the organizational culture relate to macrolevel forces. Organizational culture affects the institution internally but also dictates how the institution operates within the community and interacts with other institutions (Marr, 2016).

Sustainable Institutions

One aspect of organizational culture is adaptability. Institutions must remain adaptable to the change that takes place internally and externally. Not only is change necessary to stay profitable, but sustainability must accompany the transition to stay viable. Sustainability is the

ability to look past what is currently challenging the organization and develop solutions to address the institution's fundamental issues. Sustainability is an indicator of long-term success and focuses on the institution's ability to create self-perpetuating and self-generating systems within the institution's structure (Grincheva, 2016). The concept of sustainable institutions speaks to the leaders' ability to think long term and consider the institution, its people, and the future state of resources necessary for continued development. Leaders of the institution guide the process of sustainability beyond temporary circumstances.

In valuing their employees, sustainable institutions ensure their employees' safety and health (Occupational Safety and Health Administration, 2016). Employees are valuable to the current institution, but they are also beneficial to the institution's future. Sustainable organizations can recognize the importance of their employees' safety and health and create a culture sharing the same values. Institutions recognizing the need for sustainability must also acknowledge the need to elect leaders whose attributes and values align with those necessary to create sustainable institutions.

Sustainable institutions require a level of compassion, foresight, and discipline in decision making (regarding organizational change). Whom institutions place in the decision-making seats determines their profitability and their ability to create a sustainable organization. Leaders possess different capabilities, potentials, and skills. Institutions acknowledging and welcoming gender diversity can use the benefits of having a wider variety of skills, life experiences, and management and business operations approach. Besides impacting the institution's functions, diversity also improves consumer relations and alters the institution's social and structural culture (Carroll, 2014). For institutions to develop sustainable ideas,

structures, products, and profitability, welcoming diverse leaders and their abilities to the decision-making table is imperative.

Roth and Elrod (2015) said sustainability is made up of having the right people, implementing supportive structures, rewarding behavior, and alignment with the institution's mission and governance. Sustainable institutions are said to be made up of people who are conscientious and aware. The institution becomes sustainable over time through people's willingness to learn and discover new ways of operating under the current leadership (Simons, 2010).

Organizational Leadership

Leadership is essential to the success of employees and the organization. Leadership is responsible for recognizing the organization's culture, establishing the culture of the organization, and maintaining a culture despite external pressure and change. Many changes may impact an institution, such as technology, resources, government interventions, and competition. The key to addressing and managing all these changes is a strong leadership team that can overcome any possible resistance (Mittal, 2012).

Overcoming resistance to change requires organizational leaders to develop and implement effective change strategies. Along with the implementation of effective change strategies comes providing a transparent process to accompany the vision of the organization. To accomplish this task requires that the organization has a focused marketing strategy, committed executive team, and high stakeholders' involvement (Packard et al., 2013).

How leaders accept their role pertaining to the development and implementation of the change and what it requires to effectively change, is encompassed in the leader's decision-making process. The decision-making process contains many components adding to the quality

of the decision. Some of these components include the leader's leadership style, constituents' opinions, and the politics behind the decision (Keller & Yang, 2008). As municipal leaders work to guide inner-city revitalization, the leader's findings are based on these three components, which add to the overall outcome of the governing body's mission and vision.

The goal of leadership is to provide direction, motivate, and implement strategies to guide the intended outcomes. Outcomes of leadership style are primarily seen in the behavior and the attitudes of the leaders. Leaders' actions and attitudes can be seen through their approach, which theorists have quantified into many leadership models. These models define leadership effectiveness in changing the institution, acknowledging, and handling constituent concerns, and creating a sense of responsibility among constituents. One of the theories of leadership models consists of transformational and transactional leadership styles. Transactional and transformational leadership styles have been linked to different environments and situations and have been shown to have distinct advantages in producing desirable outcomes (Khan & Nawaz, 2016).

Landekić et al. (2015) found the leadership of the organization sets the tone for the culture of the organization. The culture of the organization includes how much employees are adaptable or resistant to change. The key to producing and implementing effective strategies is found in how leaders approach their leadership responsibilities and their impact on the employees. Leaders who are aware of their role, their position, and their responsibility to cultivate their employees and the culture can produce desired outcomes within and for the organization.

One responsibility of leadership is to fully realize the importance of the culture of the organization and its significance in aligning with its mission. To fully align, the study of

organizational culture within institutions must also begin to have a platform in the field of study. As we see that organizational culture is becoming more profound in the research arena, those who study institutions realize the importance of the organizational culture and have begun learning concepts such as agility within the culture. The agile organizational culture research entails closely examining the institution's processes, environment, and research. This type of study has been developed to recognize organizational culture is multilayered and evolving (Borkovich & Skorvira, 2018).

Leadership impacts how well institutions can adapt to changes and implement new programs geared toward enhancing their services. Aarons et al. (2015) found institutions empowering their leaders through training could implement strategies and programs within their institutions with more ease. Nonprofit institutions investing in their services and investing in their leadership can engage internal and external changes required to remain effective in their field of focus.

It is becoming more critical for leaders to provide leadership to groups that are culturally, racially, and ethnically diverse. Miller et al. (2000) identified the number one attribute of a leader who can lead various groups is that leaders' ability to develop and communicate that vision clearly. Leaders must know where they are going and how they will get there. The leader must then let those being led know where they are going and how they will get there (Miller et al., 2000). The communicated vision allows those directed to get on board and understand the direction they are headed.

Organizational leaders set the organization's pace by providing a vision and developing an effective strategy for accomplishing that vision. The term vision became widely used in the world of leadership in the 1990s and 2000s. Before this time, the administration study focused on

who leaders were, how they behaved, and the type of leadership skills they conveyed in their leadership roles (Mubasher et al., 2017). Vision is a new term in the realm of leadership, yet at the same time, it is vital to the growth of the institution. As the field begins to study vision more, it becomes apparent something once not considered has been the driving force of many institutions throughout the centuries. Where the leaders envisioned institutions going is where the institution went, successfully or unsuccessfully.

The situations and the circumstances determine the quality of leadership the institution entails and the appropriate style of leadership for that particular institution. Per situational leadership theory, the nature of the problem determines the most appropriate leadership style. Organizational leaders in varying positions exhibit different traits and characteristics (Dunavolgyi, 2016). Individual leadership styles have been attributed to leadership with qualities and features that can reach diverse populations while constructing their identity to convey courage, firmness, empathy, and sensitivity toward social issues (Levonian, 2014).

Past studies have found a strong relationship between style of leadership and the cultural values held within the organization. One type of leadership is servant leadership. Servant leadership is represented through collaboration, service, and trust. The study of organizational leadership examines leadership behavior and leadership traits (Rodriguez-Rubio & Kiser, 2013).

Leadership Traits

In the study of leadership traits, leadership is defined as influence over organizational culture and followers, roles (i.e., academically, personally, or professionally), and behavior. Leadership traits have been the topic of many quantitative and qualitative research studies conducted by large and small organizations and groups. As the study of leadership traits progressed, so did the focus from specific traits to leadership behaviors (Dorfman, 1996).

Some of the most influential and admirable leaders recognize and align themselves ethically with their followers. These leaders believe the best about their followers and work to empower the positive aspects of their organizations. These influential and admirable leaders do empower the strengths within the organization by identifying and highlighting the meaning behind their work and communicating a vital purpose throughout the organization (Kouzes & Posner, 2002).

Bass (1990) proposed several leadership traits are associated with effective leadership. These traits are sociability, intelligence, determination, integrity, and self-confidence. Covey (1989) found self-discipline is an important trait related to leadership and suggested self-discipline refers to the workplace and involves the personal life of the leader. Leaders who have high self-discipline levels create habits in their lives consisting of desires, skills, and knowledge. The premise of Covey's theory is seven habits lead to effective leadership. These habits include personal leadership, communication, self-renewal, management, vision, cooperation, and interpersonal leadership.

Leadership Style

Bass (1960) stated the leadership style approach explores what leaders do instead of what leaders are. Within one leadership style study, leadership behavior is tied to either consideration or structure implementation (Steers et al., 1996). Consideration is defined as a leader's display of compassion and concern for their followers. Implementation of a structure has been defined as structuring, planning, and organizing the workload that needs to be achieved.

Another study referred to behaviors exhibited by leadership as behaviors that are task-oriented or factor of-oriented behaviors (Steers et al., 1996). Within this study, task-oriented behavior is the accrual of resources, planning, and organizing focused on accomplishing a

particular task. This study defined factor of-oriented leadership as showing kindness, compassion, and consideration for followers. The Steers et al. (1996) study contributed significantly to leadership behavior and was a significant contributor to developing the contingency leadership style theory.

Contingency Leadership Style. Fielder is the founder of the contingency leadership style model developed in 1967. Fielder's contingency model states the leadership style within the organization dictates the level of performance by the organization, task motivation and situational favorableness. Essentially, leaders who are more task oriented also have a higher level of effectiveness, based on the situation being encountered. Relationship-oriented leaders are said to have better outcomes in more moderately favorable or unfavorable situations (Steers et al., 1996). Thus, finding the proper balance between being tasks and relationship orientation may lead to more favorable outcomes in a variety of situations.

The study of leadership behavior allows organizations to predict which leaders can be more effective, given certain situations (Bass, 1960). Determining the functional demands, the designated situation, and the leader's characteristics are all associated with achieving successful organizational outcomes. Knowing the characteristics of leaders and the situations in which they will be required to lead allows organizations to position the right candidates.

Transformational, Laissez-Faire, and Transactional Leadership Theory

Effective and efficient leadership is the cornerstone of every organization. For organizations to set a mission and have the fortitude to achieve that mission, organizations must have strong leaders who not only know how to lead but also understand how to develop and maintain strong relationships within the organization (Antonakis et al., 2003). The idea proposed by Bass and Avolio (1990) described laissez-faire, transactional, and transformational leadership

styles. According to Schimmoeller (2010), the understanding of the different leadership styles was imperative to goal setting and goal achievement of the organization. The mission of the organization, the overall number one goal, was based on the type of leadership employed in the organization and whether or not that style of leadership facilitated the achievement of the mission (van Eeden et al., 2008). Studies have validated the Transformational, Laissez-Faire, and Transactional Leadership Theory in various organizations, including governmental agencies.

Within the region of the United States, county-level leadership possesses more of the characteristics of transformational leadership style; these characteristics can create the long-term changes desired by the county-level leaders (Antonakis et al., 2003; Schimmoeller, 2010; van Eeden et al., 2008). The style of leadership impacts the culture seen within the organization and how that culture is communicated to incoming employees and to the community at large. The style of leadership can also be seen in the goal setting as well as in the action plan that accompanies the mission and vision of the organization.

Transactional Leadership

According to Clark and Clark (1990), transactional leaders work within the existing culture. Transactional leadership is characterized by rewarding leaders for their performance and production within the institution. The rewards are generally promotions, management by exception, and pay raises (Antonakis & House, 2014). This leadership style is based on contingent rewards, meaning the follower is rewarded for completing projects and adherence to company policy. Management by exception means that subordinates' work is closely monitored for deviations and errors for which there are corrective and disciplinary actions taken by the leadership. Another form of transactional leadership is passive leadership, wherein the leader avoids confronting situations and circumstances as they arise and instead waits for problems to

develop before engaging the subordinate (Bass et al., 2003). The reward part of transactional leadership entails providing assistants with pay raises, advancement opportunities, recognition, and negative consequences based on their performance. Under these conditions, the failure to perform is met with penalties and scrutiny from the leader (Mumm, 2017).

Transactional leadership motivates its subordinates by providing a clear definition of roles, responsibilities, and expected outcomes. This motivation tends to lead to employees who seek to perform beyond set expectations. Transactional leaders encourage their followers to attain higher performance by providing a clear explanation of the importance in accomplishing the desired outcome. This type of leadership adheres to the self-interests of the followers and incentivizes them to reach their desired goal (Bass, 1990).

The transactional leadership style is based on the theory that subordinates perform their best based on the leader's actions. Therefore, it becomes the leader's responsibility to set forth the expected outcomes and the rewards and consequences associated with achievement of those outcomes. The leader also must monitor for deviances, errors, and mistakes and implement corrective procedures expeditiously (Bass et al., 2003).

Transactional leadership is best suited for more stable environments (Mumm, 2017). However, Bass et al. (2003) found transactional leadership institutions are also useful in institutions comprised of more complex projects and operational procedures. For example, many federal agencies have a more transactional than transformational leadership style (Trottier et al., 2008).

The functionality of transactional leadership is also based on the culture of the institution. Schriesheim et al. (2006) found within large government institutions with a culture consisting of complaints and cynicism, transactional leadership success depended on the demonstration of the

rewards based upon certain behaviors. This study also found transformational leadership must consist of extrinsic rewards and moral behavior rather than performance (Schriesheim et al., 2006).

Leaders use contingent rewards to promote certain behaviors by exchanging the action for compensation. Rewards are identified as the needs of followers, and behaviors are generally the expectation of leaders (Hater & Bass, 1988). Naturally, the rewards and punishments presented signify a form of nonmaterial feedback on the status of performance in terms of the intended outcomes (Bass, 1985).

Contingent rewards are beneficial to increasing performance. Path goal theory suggests subordinate satisfaction and motivation is increased with contingent rewards. House (1971) found, using the path-goal theory, leaders have the ability to incentivize work-goal achievement by increasing the amount of personal satisfaction that can be obtained on the path towards the goal as well as defining the path and removing the barriers to achievement. (Evans, 1996).

A different approach allows leaders to monitor performance without the presentation of reward. Instead, these leaders only look for potentially harmful behaviors to the institution and only respond when errors and mistakes occur. These transactional leaders are not required to personally engage with their subordinates and prefer to be more detached by engaging in the management by exception approach.

By exception, management is characterized by a hands-off approach that allows workers to continue working with minimal feedback so long as performance goals and expected outcomes are achieved (Hater & Bass, 1988). When results are not attained, negative feedback is used to correct course correction and realign the follower with the leader's expectations. The

leader will intervene between the subordinate's work and the subordinate, with negative feedback, to correct the behavior (Drucker, 1954).

Institutions continue to use this type of leadership because undesired behaviors are more often more comfortable to identify than positive action (Bass, 1985). Unacceptable performance within the institution tends to be more clearly defined than exceptional performance. Improper performance is more definitive because it has more of a significant adverse effect on the institution than superior performance (Larson, 1980). For example, jobs that are dangerous and require more safety precautions have more risk involved if employees make mistakes. Bass and Avolio (1990) found management by exception leads to more follower satisfaction and increases performance when errors identified by the government and the dangers of the job are avoided.

Transformational Leadership

According to Clark and Clark (1990), transformational leaders do not just work within the existing culture; transformational leaders change their culture. Transformational leadership is characterized by increasing the subordinate's awareness of the merit and significance attached to accomplishing specific outcomes, encouraging followers to put the entire group's needs before their own, and expanding the followers' markets and wants. Transformational leadership's general goal is to instill self-confidence in their followers while increasing their autonomy and self-efficacy. Transformational leadership factors are individualized consideration, charisma, intellectual stimulation, and inspiration (Bass & Avolio, 1990; Schermerhorn, 2014).

Individual consideration is exhibited by leadership when they encourage learning within the institution, treat the followers as individuals, and apply mentoring and coaching models (Hater & Bass, 1988). Individualized consideration is exhibited in the institution among leadership and subordinates (Bass, 1985).

Mentorship exhibited by leadership within the institution improves subordinates' self-confidence and provides them with a sense of belonging to the institution (Bass, 1985). The feeling of belonging felt by associates comes from having a personal face-to-face experience with their leaders. Zalenik (1977) found face-to-face communication between subordinates and leaders is most effective when management walks around and engages with the institution's individuals. The individuals of the institution, in turn, have higher self-esteem and have a sense of responsibility to the institution in terms of decision-making practices and performance.

Individualized consideration means leaders keep their followers aware of what is happening in the institution and why it is happening (Bass, 1985). Open communication between subordinates and leaders regarding the institution helps create an institutional culture of openness, influence, credibility, trust, and supportiveness (Trombetta & Rogers, 1988).

External Circumstances

In 2009, the United States experienced a period that has since been entitled "The Great Recession of 2009." During this time, institutions and communities experienced high bankruptcy and closure due to the level of uncertainty and instability permeating the world. The major attributing factor to the recession was the aggressive housing market failing during that year. The domino effect occurring soon after rippled through the world and left many institutions with no other option than to shut their doors (Havemann, 2012). Considering the recession and the outcomes of the recession, one may ask what determined whether these institutions could sustain during these turbulent times.

Changes outside the institution have a significant impact on the government institutions. Expected transitions in the external environment, seen in information and communication, may motivate the institution to adopt different practices and programs to ensure continued relevancy

in the industry. Issues of sustainability and effectiveness are directly related to organizational behaviors prevalent within the institution. An example of this is change management (Aksoy et al., 2014).

Change Management

Changes outside the institution have a considerable impact on the institutions themselves. Expected changes in the external environment, seen in information and communication, may motivate institutions to adopt different practices and programs to ensure continued relevancy in the industry. Issues of sustainability and effectiveness are directly related to organizational behaviors prevalent within the institution. An example of issues of sustainability is change management (Aksoy et al., 2014).

The topic of change management is important to the success of any institution. Change management is a top-down issue best implemented by a stable source of leadership. Leadership needs to take the necessary steps to ensure change management is addressed appropriately and frequently within the institution. Change management is an intentional act of leadership within an institution. Managing change requires awareness that change management is necessary. Once the understanding is achieved, change management becomes a deliberate action embarked upon by the institution (Ravichandran & Piramuthu, 2012). When a lack of awareness of the need for change management occurs, an institution may face financial loss, employee turnover, overall organizational shutdown, and many other potential pitfalls associated with a lack of planning.

Many different processes are involved in change management. Some of these processes include moving toward change, handling resistance to change, and planning for growth (Hashim, 2013). The institution contemplating and preparing for imminent change is better prepared to

manage the change's internal and external factors. Once preparation occurs, the difference is more fluidly adopted and implemented within the institution.

Taking into consideration and planning for change allows the institution to thrive in an ever-changing society. Institutions preparing for change and implementing growth strategies are often met with greater success and less internal resistance. Presenting a unified front allows the institution to be more impactful and thriving in the long run.

Organizational Success

Research showed certain organizational behaviors lead to the overall success of the institution. Knowledge in organizational development and action allows organizations to create a culture of behavior that propels them forward. The organizational behavior creates the environment needed for all units within the system to thrive, and as a result, the institution itself can be both efficient and effective. Mahalinga and Suar (2012) studied the effect of transformational leadership on the institution. They found transformational leadership, implemented in nongovernmental institutions, led to greater effectiveness of Non-Governmental Organization programs (i.e., better health, income, education, and happiness of beneficiaries).

Organizational behavior and its parts are pertinent to the success of an institution. Studies showed organizations strategically focused on creating their behavior to obtain desired results can achieve tremendous success in their industry. Lee (2012) found choral directors at an academy faced challenges of being useful. Behaviors determined to be impacting their level of efficiency included learning administrative skills, understanding the connection with the community, and remaining passionate about their work. At this academy, these organizational behaviors, once implemented and highlighted, increased choral directors' effectiveness and the

academy. It is essential for institutions and their leaders to understand the institution, the industry, and the organizational behaviors that would increase its success.

Organizational behavior impacts the performance level of the organization. Leaders who promote decision making, empowerment, open communication, innovation, etc. within their organization are at the same time working toward creating success. Ali (2014) found leaders who were in line with one another on decision-making behavior could also significantly impact the organization's performance. When leaders engage in significant organizational behaviors and promote these behaviors within the organization, they create a successful organization.

Organizational success is associated with institutional practices. Successful organizations are interested in doing the right things and ensuring the necessary systems are in place, so effectiveness and efficiency become a part of the institution. O'Malley (2014) found constructing systems and adopting effective programs ensure the institution remains effective even during significant change. He indicated that certain qualities embedded in institutions work toward creating effectiveness. For example, a culture of blaming others and arguing details are characteristics working against creating effectiveness within the institution.

Institutions strive to survive and thrive in any given circumstance. An institution's resiliency, adaptability, and performance level are related to the institution's behaviors. When institutions engage in specific actions, they are also increasing their level of success. Ashraf and Khan (2013) found innovation played a crucial role in organizations' effectiveness. Creating a climate of innovation was strongly related to organizational effectiveness. Organizations making an intentional effort and take the steps necessary to develop innovative environments are more likely to be effective. Innovation keeps the system moving forward and using their creativity in a collective forum.

Organizational Vision

Another critical factor within the organization is vision and the invention thereof. The concept of vision plays a critical part in developing and practicing successful systematic changes within an institution. Ghavifekr et al. (2013) found visioning and strategic planning involves undergoing the process of planning for the vision, organizing the vision, guiding the vision, and monitoring the vision. Being able to anticipate change, the institution of ideas and tools, and providing guidance and support is essential to providing a level of comfort and a cohesive environment for employees and the institution. Visioning serves to give the institution and its employees an intended outcome and destination. Visioning reiterates the position the institution and its employees have a future ahead of them. Successful visioning provides comfort and security during transitional periods of change.

Along with providing comfort and security, an institution with a clear and precise vision allows employees to align with and adopt the institution's concept. Munir et al. (2013) found when knowledge is freely shared within an institution; vision allows the employees to adopt an attitude that works toward organizational change. The study found employee attitude became one of sharing in the transformational process alongside and in partnership with the institution.

Employee Readiness

Change is a common occurrence within all institutions. Change is a concept institutions can guarantee. At one point or another, institutions may face one or many changes at any given time. Some factors involved in how an institution manages these changes are the pace of change and the level of perceived uncertainty (Kim et al., 2013). Because there are factors associated with how change is received, institutions must implement foresight in planning for such changes and equipping institutional employees with skills necessary to adjust and adopt change.

An institution's effort into readying itself and its employees is vital to whether the institution will benefit from or sustain the effects of change (McKay et al. 2013). One factor of change is the resistance factor. Resistance plays a role in challenging change by creating potential hurdles and obstacles that work to fight against change within the institution. McKay et al. (2013) found preparation and an organization's readiness for change mediated employees' intent to resist change. The more time and practice an institution puts into preparing itself and employees for change, the fewer hurdles, and obstacles the institution may face due to resistance.

An employee's readiness for change is a significant factor determining whether transition will succeed or fail in its implementation. Claiborne et al. (2013) found employee readiness is based on the communication satisfaction within the institution, goal-oriented supervisors, innovation, and number of years on the job. Their study's findings suggest the employee's perceptions of their roles and precise identification of goals, clear communication within the institution, and amount of time at the institution impacted the likelihood of perceiving change as a success. Climate and culture become an essential part of preparing employees and maintaining an atmosphere that is less resistant and more conducive for change.

Meaning Making

One way to reduce the resistance to organizational change is through creating meaning. Meaning allows change to occur more freely and motivates the organization to achieve change. Burger et al. (2013) found change and resistance to change may be related to whether the experience of meaning is present. The study also showed as societal sense declined, more and more workers leaned toward finding meaning through their careers and their employed institutions. When individuals can decipher the change's importance and significance, they were more likely to accept the change. Attaching meaning to a change and clearly expressing this to

the employees was attributed to a higher success rate of implementing change on an organizational level.

Organizational Change

According to Sutherland (2014), “All disruptions, good and bad, impact humankind in a universal way” (p. 160). Each day the world is changing more rapidly. The 1980’s to 2000’s have seen changes in an increase in income inequality, a decrease in unionization, and a shift in career trends. Technology has rapidly increased the changes seen in institutions. These changes have good and bad influences on communities throughout the world (Thirgood & Johal, 2017). Considering the growth rate of the organization, it becomes necessary for those in leadership to manage and direct that change in ways beneficial to the institutions they lead.

Leaders who can recognize their society’s signals are put in the position of having to develop strategic plans of actions that create positive behavioral shifts within the systems they manage. These leaders look at the current state of the society and economy, review data, and work to create change through policies and accessibility (Thirgood & Johal, 2017).

Every innovation and change in society are matched by possibilities for certain behaviors to occur. Throughout humankind’s history, numerous disruptors created change in behaviors and expanded upon the behavior possibilities in place at a given time or in a particular area. Once these behaviors are adopted and routinely practiced, they become accepted as new norms (Sutherland, 2014). Sutherland (2014) said models become so frequent they become invisible to the system.

As societies change, so does the need for institutions to adapt to the societal climate. Organizational change is a transformative systematic approach designed to facilitate institutions implementing positive solutions toward an improved management structure. Organizational

change means the institution will transition from what they have known into the unknown.

Because of this uncertainty, resistance to change becomes part of the change process (Jabbarian & Chegini, 2017).

To ensure organizational change success, organizations implement change strategies that strategically position and support the institution during change (Phillips, 2012). Strategies are implemented by organizations that recognize a difficult transition that will negatively impact the entire institution without a strategic approach to change. Strategically approaching the process of organizational change includes considering change is imperative to the institution's success, resistance will occur, and specific steps can be taken to position the institution in a place of confidence during these times.

Organizational change can occur in many different forms and be motivated by a variety of factors. Organizational change can occur top down, bottom up, outside in, and inside out. The difference may be motivated by internal factors or external factors, which include crisis (J. Taylor, 2016). How the change is initiated and the motivating factors for the growth may influence how the institution approaches change. The institution's leadership traits may determine the institution's approach and the strategies implemented during the change process.

Change strategies are necessary to institutions recognizing that barriers are involved in the change process. Institutions must address attend to the challenge of addressing obstacles to change, including informational barriers, emotional barriers, and behavioral barriers. These potential barriers occur both internally and externally, and although obstacles to change may be slow, they can completely block the change effort (Lozano, 2012). How an institution perceives change dictates how an institution addresses the need for change and how they engage in change.

For businesses to remain competitive and survive in an environment of required change, organizations must understand the components that influence the outcome of the change initiative. Organizational dynamics influencing organizational change outcomes include communication, decision making, emotions, and cognitions (Wittig, 2012). Successful organizational change requires that institutions promote inclusive environments that encourage participation in the change process (Katz & Miller, 2012). The more individualized approach to the change process leaves employees and stakeholders vulnerable and uncertain, which increases the likelihood of resistance to the change process and the likelihood of the increase of potential barriers to change.

The field of organizational development has identified integration as a top priority within organizational change. Anderson (2012) said integration includes individuals, cross-teams/ departments, teams, and the entire institution. Another factor influencing organizational change is the level of collaboration within the institution's culture. Sanchez (2012) explained a collaborative culture is not a tool used only during times of need or stress. Instead, a collaborative culture is a continual development promoted through the institution's behaviors. A culture of collaboration has increased longevity, a sense of family, and leader engagement, making transitions more manageable for the institution (Sanchez, 2012).

To achieve positive organizational change, Worley (2012) said there must be an integration between organizational change strategies and organizational development. As a part of the organizational development, a decentralized decision-making protocol is needed alongside a highly involved working atmosphere (Worley, 2012). Institution development includes a myriad of attributes contained within the institution. These attributes are passed down through

leadership and are seen in the institution's practices, policies, and behaviors. All of these attributes determine how an institution addresses change.

Creating a positive, flexible, and cohesive culture allows the institution to withstand changes both internally and externally. An institution's culture impacts how much resistance an institution may face when implementing organizational change. Abazi and Kërçini (2013) found strengthening the institution's culture before implementing change created a more adaptive institution. The study showed establishing a cohesive culture involves the entire institution and is agreed on by the institution.

Change occurs throughout the world, societies, and institutions daily. Organizational behavior (i.e., the institution's practices) shows what the institution can achieve, create, and sustain within a changing economy. Institutions who promote specific actions are more likely to achieve success in a changing society. Institutions failing to encourage key organizational behaviors will be unsuccessful in a continually changing world.

Chapter 3: Methodology and Procedures

This study increased the knowledge and understanding of culture within government municipalities and inner-city revitalization. The focus on government municipalities is essential within the field of organizational leadership because most studies in this domain focused on leadership without taking into consideration the significance of the organizational culture. This study's outcomes served as an extension of understanding organizational culture within various types of institutions.

Throughout the 20th century, organizational culture has become increasingly popular. Theorists in organizational development have contended an organization's success is significantly related to its culture and leadership. An argument remains over the methodological differences surrounding organizational culture study within organizational leadership. The argument is based on how an organization's culture is best studied. Denison (1990) proposed an effective way to study organizational culture is to understand the basic assumptions and values group members attach to the social system and the importance of these meanings to the system's overall functioning.

Chapter 3 of this study describes the methodology used in examining organizational culture and its impact on inner-city revitalization. The methodology's description includes a description of the sample, sampling procedures, and the data collection process. This study employed a mixed-methods methodology to examine a single government municipality's culture to increase understanding and add to the literature on organizational culture and inner-city revitalization within government municipalities. This description of the mixed methods data collection procedures includes discussing the Denison Organizational Culture Survey the employee and critical informant survey process, and the documentation review. Finally, this

chapter concludes with a summary of the data collection processes and the data analysis presented in this study.

Participant Criteria and Consent Procedures

This portion of Chapter 3 provides an overview of subjects participating in the research and how informed consent and confidentiality issues are addressed in this study. This study's general population of interest included city employees who were a part of the city email system and possessed a unique city-issued email address. The target population of interest consisted of a sample of 104 participants.

All employees, administrators, and the city mayor were invited to participate in the study. Participants for this study were identified through convenience sampling. Convenience sampling was used in this study to find participants based on their willingness to be part of the study (Etikan et al., 2016; see Table 3.1 for a visual description of participants and measures used in this study).

This research study used a contact client to identify the subject (inner-city governing municipal) to be part of this study. The contact client is the individual the researcher contacted first regarding participation in the survey (Schein, 1999). The researcher contacted the City Office to determine a contact person for this study. The researcher explained the study's purpose in detail, the importance of the study, the requirement and sampling process for selecting study participants, any anticipated risks and benefits associated with participating in the study, and participants' rights to withdraw from the study at any point of the research. The researcher did not anticipate any risks related to participating in this study. The researcher sought site permission after approval from the IRB for conducting this study (see Appendix A).

Once the contact client agreed to be part of the study, the researcher provided the online version of the DOCS to the contact client for distribution. This survey was tabulated electronically, and only the researcher had access to the results. Upon request, the researcher provided the contact client with a copy of the results.

An essential factor of the recruitment process is respecting participants (Hewison & Haines, 2006). The researcher provided informed consent forms to respect participants' rights and increase the response rate. These forms explained to participants that participation in the study was entirely voluntary and that each participant had the choice to opt in or out of the study at any point. The contact person sent the DOCS online version to individuals identified by the contact client who worked with the city's municipality (see Table 5).

Table 5

Participants and Measures

Mayor	Public Administrators	City Data Documents
Denison Organizational Culture Survey	Denison Organizational Culture Survey	Inner-city regeneration (5 year mean change in unemployment rate, crime rate, and property values)
Face-to-face interview	Face-to-face interviews	

Research indicates the most important factors when studying subjects and institutions are obtaining informed consent, concealing subject identity, and creating confidential case studies (Sperry & Pies, 2010). The approved informed consent was presented to the contact client for review. The informed consent included the study's background, the nature of the research, the risks and benefits associated with participating in the study, how confidentiality was handled in the study, data collection procedures, an explanation of voluntary participation, and how to contact Pepperdine University representatives about any concerns or necessary information. The

study also provided informed consent in the email to all participants in the study. The permission email informed prospective participants that their participation was voluntary and that they could leave the study without penalty (see Appendix B). When working with subjects, it is essential to protect against disclosure of information, safeguard their privacy, and respect their confidentiality rights. Adherence to these fundamentals helps to build trust within the organization. Privacy is individuals' ability to have a voice and complete control over the place, extent, time, and matter to which the information about their person, self, or beliefs are shared (American College Health Association, 2010). Data obtained from questionnaire respondents and interview participants was kept confidential. The researcher reported the study's findings in aggregate format (i.e., only the combined study outcomes).

Municipalities in California

This study surveyed county employees at one municipality in California. Records showed California has 1,490 cities. According to census data, California has an estimated population of 39,512,223. Six percent of the population is under age 5, 22.5% are under age 18, and 14.8% are age 65 years and over. Of this population, 71.9% are White, 6.5% are Black, 1.6% are American Indian, 15.5% are Asian, 0.5% are Hawaiian, Pacific Islander, and 39.4% are Hispanic or Latino. The State of California's median household income is \$71,228 (U.S. Census Bureau, 2019).

The governing city municipality studied was chosen through convenience sampling. According to the U.S. Census Bureau (2019), the population of the city I studied was 107,762 at this time of this research. Just over 6% of the population is under age 5, 22.1% of the population is under age 18, and 12.7% of the population is age 65 years and over. Of this population 24.4% are White, 40.8% are Black or African American, 1.2% are American Indian, 2.7% are Asian,

0.6% are Native Hawaiian or other Pacific Islander, and 49.5% are Hispanic or Latino. The median household income was \$58,536.

Mayoral Leadership

Understanding the mayor's role is vital to this study as it provides context for the city mayor's leadership responsibilities. Depending upon the amount of power the mayor is given, the mayor may or may not be responsible for other tasks such as policy making, acting as chief executive, and city manager. The legislative branch acts as the checks-and-balances authority within the city (Swift, 2014). The mayor's power, according to Swift's (2014) definition, can be described as vital as the mayor has the power to create legislation, veto legislation, and to appoint leaders. As of November 12, 2014, there were 19,429 municipal governments in the United States (Swift, 2014), not including smaller city-states not managed by the mayor-council.

Mayors are elected by local election, and the number and length of terms are written into the city charter. The mayor-council form is the oldest system of governance for large cities within the United States. Within this mayor-council form of government, the mayor's role includes heading up the executive branch, appointing officials, presiding over meetings, acting as the budgetary officer, and vetoing ordinances as necessary (Swift, 2014). In this study, the mayor participated in the organizational culture survey and face-to-face interviews and identified key personnel to participate in the study. The mayor's name and the city over which they preside were kept anonymous in this study to aid in confidentiality.

Public Administrators

Information about public administrators in California is important because these individuals, located at municipal governments, completed the surveys used in this study. Public administration has the responsibility of implementing government policies and, as of recently,

also oversees the determination of programs and practices. More specifically, public administrators are responsible for directing, organizing, planning, controlling, and coordinating government operations. Selected public administrator interview participants for this study were provided with anonymity, and each was assigned a number.

Research Approach and Design

A triangulated approach and a mixed-methods design were used in this study. The mixed methodology design includes both qualitative methods and quantitative methods for conducting research in a single research study. According to Creswell (2003), six approaches are used to implement a mixed-methods research design. Creswell outlined six design approaches: the sequential exploratory approach, the sequential transformative approach, the sequential explanatory approach, the concurrent triangulation approach, the concurrent nested approach, and the contemporary transformative approach. Creswell suggested the approach used for examination be based upon the following questions:

1. Will the quantitative and qualitative data be collected in phases or at the same time?
2. What is the priority of the collection of the qualitative and quantitative data?
3. When will integration of the quantitative and qualitative data take place?
4. Which theoretical perspective is the study based upon?

Creswell (2003) described the sequential explanatory approach as the most straightforward of the six. The sequential explanatory approach is defined by how the data are collected and analyzed. Within this approach, the data collection and analysis of the research's quantitative phase occurs directly before the qualitative data collection and analysis. Creswell described the second approach as the sequential exploratory approach. This approach is also conducted in two distinct phases, with Phase 1 given priority over Phase 2. The third approach is

the sequential transformative approach. There are two separate and distinct parts of the qualitative and quantitative collection of data and analysis within the transformative approach. The fourth approach is the concurrent triangulation approach, characterized by the study's use of qualitative and quantitative data to offset the other's strengths and weaknesses and how both methods co-occur. The fifth strategy is the concurrent nested approach. One phase of the study addressed different questions than the other portion of the study: There was a more dominant focus on qualitative data and a less dominant focus on quantitative data. The final approach Creswell mentioned is the concurrent transformative approach. This approach consists of quantitative and qualitative data collected and analyzed simultaneously. This approach is theoretically driven and includes the purpose of critical theory, advocacy, participation, and change.

This study was based on the concurrent triangulation strategy, which involved a quantitative phase that included survey and data review and a qualitative phase consisting of interviews conducted face to face. The two phases of data collection progressed concurrently, and data collection was integrated into the study during the study's analysis phase. With the essence of this study focused on organizational culture and inner-city revitalization, this approach allowed for a more cohesive and in-depth examination of the results of each phase of the research (Creswell, 2009). This model also enabled the researcher to provide more substantiated results than one method alone and to examine possible discrepancies that may have arisen in the research.

In this study, specific data collection methods included face-to-face interviews with key informants (including the mayor), administration of a survey with Likert-scale questions, open-ended questions, and a review of pertinent city documentation. The following description of the

data collection methods includes a review of the face-to-face interview process, the city documentation process, and the organizational culture process.

Face-to-Face Interviews

Creswell (2009) stated qualitative interviews, conducted face to face, are made up of 6 to 8 participants per group. Interviews entail a few open-ended questions to gain an understanding of participants' opinions and views. Researchers are tasked with the difficulty of asking questions and obtaining answers to elicit participants' opinions and views (Fontana & Frey, 2000). To overcome the difficulty of the question-and-answer task, the researcher established an interview protocol. This interview protocol included a script of what was said at the beginning of the face-to-face interview, protocol for the distribution of the informed consent, the questions to ask, the hypothesis being studied, and what to say after the study. The interview protocol helps guide the researcher through the interview process (Jacob & Fergurson, 2012) and helps to establish consistency and accuracy throughout the data collection and analysis process.

The researcher's goal is to better understand the culture of the organization and how that culture impacts inner-city revitalization. To produce answers relevant to this study, the questions and the answers must be focused and effective (Fowler, 1995). The researcher used the following questions in the face-to-face interviews:

Interview Questions

1. Please introduce yourself to me, as if we just met one another.
2. Please walk me through your worldview development timeline.
3. Of the formative experiences you identified on your timeline, which would you say were the most significant?
4. What made them significant?

5. Is there something else you would like to add to your timeline that you have not already written down?
6. What are your experiences as the mayor/a public administrative at the city's municipality?
7. How would you describe the mission of the municipality in terms of strategic direction and intent?
8. How would you describe the mission of the municipality in terms of its goals and objectives?
9. How would you describe the mission of the municipality in terms of its vision?
10. How would you describe the culture of the municipality from the perspective of creating change?
11. How would you describe the culture of the municipality from the perspective of customer focus?
12. How would you describe the culture of the municipality from the perspective of organizational learning?
13. How would you comment on the culture of the municipality in the aspect of empowerment?
14. How would you comment on the culture of the municipality in the aspect of team orientation?
15. How would you comment on the culture of the municipality in the aspect of capability development?
16. Please describe the culture of the municipality from the perspective of consistency, in terms of its core values, agreement, coordination, and integration.

17. In your own words, how does the culture of the municipality impact the city's crime rate?
18. How does the culture of the municipality impact the city's unemployment rate?
19. How does the culture of the municipality impact the city's property value?
20. We have covered a lot of ground in our conversation, and I so appreciate the time you have given to this. One final question: What else do you think would be important for me to know on the topic of this study?

Qualitative methods generally produce explanatory information that is textual. They include open-ended interviews, passive observation, company documentation analysis, and participant observation (Risjord et al., 2001). Due to the open-ended questions being asked, the interviewer limited the number of questions being asked to allow time for interviewees to respond and to provide their own perspective on the organizational culture and the impact it has had on inner-city regeneration.

Qualitative research focuses on participants' perspective, examines behavior occurring naturally, and is derived from data that come directly from participants (McMillan, 2000). On the other hand, quantitative methods are generally expressed numerically and include outcomes, surveys, and statistical analysis (Risjord et al., 2001). The qualitative methods used in this study came directly from data collected on public administrators and their behaviors at the municipality.

This study's qualitative data were derived from interviews with key selected participants (city employees and individuals under the mayor's leadership). The researcher's essential function was logging the data collected at each phase of the study (Lofland et al., 2006). Prior to the start of the interviews, interviewees were asked to sign a consent form and were provided

with an explanation and definition of organizational culture. Upon consent, the interviewee began responding to interview questions posed by the researcher.

Field Test

Before beginning the research, field tests were conducted to ensure the research questions were addressed adequately. The field tests also acted as a measurement for proper wording and preciseness to safeguard the quality of the interview process, and the ability of the interview to elicit the necessary information from participants. Field tests consisted of three participants who possessed expert-level knowledge about the subject matter, organizational culture, and inner-city revitalization. Field test participants contributed to the study by providing feedback on how questions are asked of participants and assisting in creating an interview guide while mitigating factors necessary to decrease ambiguity and bias.

Review of City Documentation

The review of city documentation will articulate the organization's documentation of inner-city revitalization outcomes (unemployment rate, crime rate, and property value). These indices were most related to inner-city revitalization, as identified through the researcher's speaking with a public official about the topic. The public official indicated the unemployment rate, crime rate, and property values are reported annually and are the factors contributing to relocation decisions made by the public. The mean change of unemployment rate, crime rate, and property value will represent the inner-city revitalization statistic over 5 years.

To examine the inner-city revitalization efforts, the researcher looked at three Quality of Life indices. These indices are available to the public and are published annually by each city. The indices examined were unemployment rates, crime rates, and property values. The researcher reviewed city documentation identifying the specified quality of life indices for the

past 5 years. Documentation was requested to be received in email form. The researcher examined the documentation to identify the mean change of the unemployment rate, crime rate, and property values in the participating city over the past 5 years.

Organizational Culture Survey

This research study used the DOCS to examine the city municipal office culture. Self-completion questionnaires and surveys are important ways of gathering information about individuals (Angus et al., 2003; Cartwright, 1983). Surveys rely heavily on a high response rate to decrease response bias probability and not lose statistical power. The survey response rate is often regarded as the most crucial survey factor. It should be considered in the survey recruitment process. The survey recruitment process must be conducted to eliminate response bias and increase the survey's quality with a high response rate (Iverson et al., 2006).

Although differing theories on how to study organizational culture remain, there is agreement in the research of organizational leadership that, the beliefs, symbols, rituals, and goals of an organization—the organizational culture—define the organization. The study of organizational culture has a history of being referred to as “soft.” This label was applied to the study, generally relying more on observation and interviews and less on objective scientific data. To test organizational culture more scientifically, Denison (1990) developed the DOCS.

Upon obtaining permission from the municipality's city mayor to conduct the study, the researcher developed digital survey packets, including a cover letter and access to the DOCS online survey. The cover letter followed IRB guidelines and explained the study's significance, importance, confidentiality, voluntary participation, and submission instructions. Digital survey packets were distributed to all public administrators and the mayor within the city government

building in the participating city. Survey packets, including the cover letter and access to the survey, were emailed to all participants.

Denison Organizational Culture Survey. The DOCS is a 60-item, Likert-type instrument evaluating underlying management practices and organizational cultural traits that may impact an institution's performance. Once participants completed the questions, data were returned to the scoring center. The scoring center presented results in a summary report, which included a summary of each item and *Levers for Change* that may be appropriate for the organization.

The DOCS originally included elements from the Organization Survey Profile and Survey of Organizations, developed at the Institute for Social Research. The present survey has been revised based on Denison's (1990) research at a variety of organizations. Denison's organizational culture model is a necessary explanation of the aspects included in the survey. According to Denison's model, organizational culture is divided into four traits: mission, consistency, adaptability, and involvement.

Development of the DOCS took Denison 10 years. He engaged in the process with two primary goals. One goal was to develop a set of items that would accurately measure the four traits of culture: mission, consistency, adaptability, and involvement. The found items have high validity, are action-oriented, and describe standard management practices in every day, easy-to-understand language. The other goal was to create a survey that would act as the foundational guide for future development and research while systematically evaluating the factors of performance (i.e., inner-city revitalization) and culture. The survey results are discussed in Chapter 4, which is a presentation of the data analysis.

The researcher followed the suggested 3-phase process to administer the DOCS (see Table 6). The study's planning phase included the researcher's development of a PowerPoint outlining the purpose and objectives of conducting the cultural survey as well as voluntary participation and confidentiality statements. Next, the study moved into the data collection phase. During this phase, the DOCS were sent via email to public administrators and employees at the municipal office. The final phase of the surveying process involved report generation. Reports were generated electronically. The researcher planned to provide a copy and explanation of the report to the mayor upon requested (see Table 6).

Table 6

Three Phases of DOCS Administration

Phases	Steps
Planning	<ol style="list-style-type: none"> 1. Identify the purpose and objectives of conduction the survey. 2. Select the participants 3. Identify desired reports. 4. Establish a timetable. 5. Prepare materials and tools. 6. Complete the DOCS Tracker
Report Generation	<ol style="list-style-type: none"> 1. Distribute surveys via email. 2. Complete individual surveys 3. Surveys are sent electronically to scoring center
Data Collection	<ol style="list-style-type: none"> 1. Surveys are scored. 2. Reports are delivered electronically to the researcher. 3. Researcher reviews reports. 4. Researcher provides copy of report to mayor (if requested).

Reliability and Validity of the Denison Organizational Culture Survey. Using Cronbach's alpha coefficients, Denison (1990) contacted over 100 organizations that selected 25–50 members to participate in the validity analysis to establish each indexed item's reliability. The internal consistency scores of this study were in the recommended range of .60 to .84. The next stage of the study used the LISREL 8.1 for Windows. It resulted in coefficients closer to 1.0 than .50. It indicated the items are relatively consistent and robust, which supported the model. The phi coefficients indicated a close relationship between the traits: mission, consistency, involvement, and adaptability—.10 to .20 higher than the simple inter-correlation measure. Finally, the chi-square statistic with 48 degrees of freedom is 217.73 ($p = 0.0$), the standardized root means square residual is .027, and the comparative fit index is .97. The study statistics showed the DOCS meets the essential criteria for evaluating structural equation models (Denison, 1990).

Data Process and Analysis

Data analysis for this study was separated into three sections. These sections included the results of (a) mean statistic of the unemployment rate, crime rate, and property values in the city; (b) DOCS summary report of organizational culture; and (c) face-to-face interviews with key selected participants and the mayor. To identify and describe the independent variable (i.e., organizational culture) DOCS and face-to-face interviews were used and conducted.

Results from face-to-face interviews were analyzed by putting the data in MS-WORD and highlighting common words, themes, and patterns as they emerged. Data were organized using color coding. To measure the dependent variables of revitalization outcomes, mean change from 2014 to 2019 was used for measuring crime rate, unemployment rate, and property value before and after current mayorship.

Ethical Considerations

This mixed-methods study focused on surveying human subjects, and therefore IRB approval was necessary. IRB approval is an ethical and legal part of the research process that promotes the health of subjects who take part in the research. Before research begins, the researcher must obtain approval from the IRB. The Pepperdine Organizational Review is responsible for ensuring human subjects' welfare and rights in research studies that include behavioral, social, and educational components.

Before beginning this research study, the researcher followed a sequence of steps laid out by the IRB. First, the researcher determined the level of risk associated with the study. This included the researcher examining the timelines and review processes the study required. The researcher used the Exempt Expedited Decision Tree Form to assist with this step. Secondly, the researcher took the required human subjects training. Finally, the researcher submitted the IRB application and waited for IRB approval. The research began once IRB approval was received.

Summary

This research proposal's methodology section explains the study's intent to explore the organizational culture and inner-city revitalization outcomes at a single government municipality. The identification and publication of these results can assist urban city leaders in their pursuit of successful inner-city revitalization outcomes and efforts within their city. This research paper's methodology section has presented a detailed description of the methods and strategies used in data collection and analysis. The collection of the data in this research consisted of qualitative interviews with selected participants and the quantitative DOCS administration and documentation review with anonymous city employees who chose to participate in this study. This study's reliability was grounded on developing the interview protocol and providing

interviewees with a consistent set of questions. To enhance the validity of this study, the research design included member checking and triangulation of the quantitative and qualitative phases of this research study. A review of this chapter also provided a detailed overview of how participants for this study were selected. The study results and the description of the findings are presented in Chapter 4.

Chapter 4: Results

The purpose and focus of this mixed-methods research study was to increase knowledge and add to current literature on the culture of the municipal government and inner-city revitalization outcomes. This study's scope was delimited to the organizational culture and inner-city revitalization outcomes within one city located in California. This study was also delimited examining mean changes in the unemployment rate, property values, and crime rate between 2014 and 2019. The following research questions were used to drive this study:

- RQ1: What does the culture of the organization look like within a city municipality in California as assessed by the DOCS?
- RQ2: What do inner-city revitalization efforts, as measured by the mean change percentage in crime rate, poverty rate, and unemployment rate, look like within a city municipality in California under the current mayorship?
- RQ3: What is culture of the governing municipality and the inner-city revitalization within a city municipality in California, as examined through face-to-face interviews?

This chapter is a summary and presentation of the results found in the analysis portion of the research. The first part of this chapter presents the results of the quantitative component of this mixed-methods research study and is followed by the second part of the presentation, which includes findings from the qualitative phase of the research. Finally, this chapter presents a summation of the results of both the quantitative and qualitative phases of the research study.

Quantitative Results

Regarding quantitative analysis, descriptive statistics and inferential statistics were generated to gauge the culture of the organization. The DOCS is a 60-item instrument used to evaluate the underlying management practices and organizational cultural traits that can impact

an organization's performance. Each item on the DOCS was measured as either a "yes" or "no" response. Yes was coded as 1 and no as 0. The quantitative analysis consisted of generating frequencies and percentages for the yes and no responses as well as conducting a test of proportions to determine if the proportion of yes or no responses were statistically different from 50%.

Quantitative analysis was conducted with SPSS to address Research Question 1: What does the culture of the organization look like within a city municipality in California as assessed by the DOCS?

The 60-item DOCS measured the following constructs of organizational cultural traits: involvement, consistency, adaptability, and mission. The survey used 15 items to measure each of the four attributes. Some things were reverse coded to address negatively worded items. The sum of the responses of each of the items measuring the four constructs was formed, which served as an overall measure of each trait. Thus, the scores could range from 0 to 15, with higher scores representing more significant levels of the particular attribute.

The reliability of these scales was measured by conducting Cronbach's alphas. A generally accepted rule is that α of 0.6–0.7 indicates an acceptable level of reliability, and 0.8 or greater is an excellent level (Šerbetar & Sedlar, 2016). Each scale showed a superior level of reliability, with Cronbach's alphas exceeding 0.8 (see Table 7).

Table 7

Reliability of Organizational Cultural Trait Measure

Trait	#Items	Cronbach's Alpha (α)
Involvement	15	.924
Consistency	15	.907
Adaptability	15	.902
Mission	15	.958

Descriptive statistics were generated for each of the four traits. All traits ranged from 0 to 15, with higher values reflecting greater levels of the trait. Consistency was the trait with the greatest mean ($M = 6.93$, $SD = 4.79$). This was followed by involvement ($M = 6.88$, $SD = 5.16$), adaptability ($M = 6.83$, $SD = 4.71$), and mission ($M = 6.52$, $SD = 5.90$). Table 8 provides this information.

Table 8

Organizational Cultural Trait Statistics (n = 60)

	<i>M</i>	<i>SD</i>	Skewness	Kurtosis
Consistency	6.93	4.79	.304	-1.246
Involvement	6.88	5.16	.269	-1.404
Adaptability	6.83	4.71	.270	-1.045
Mission	6.52	5.90	.269	-1.597

Table 9 also provides skewness and kurtosis values used to assess the normality of data. Values for both skewness and kurtosis were between -3 and +3, which indicated values were approximately normally distributed.

Standardized scores were calculated to assess outliers. There were no standardized values falling outside -3 to +3 standard deviations (see Table 9).

Table 9

Ranges of Standardized Values

Category	Minimum	Maximum
Involvement	-1.34	1.57
Consistency	-1.45	1.68
Adaptability	-1.45	1.73
Mission	-1.10	1.44

Additionally, responses to question items were analyzed individually to compare the frequency of yes/no responses. Specifically, for each of the four traits, the binomial test was conducted for each of the 15 items comprising each trait. The binomial test is a nonparametric test that determines if the proportion of responses is the same. In this case, the responses of yes and no for each item were tested to determine if they were statistically different.

Binomial Test Conducted for Involvement Items

Table 10 provides the results of binomial tests conducted to determine if the proportions are significantly different from 50%. There were two items in which the proportions of responses were significantly different from 50%. In response to the item, “Decisions are usually made at the level where the best information is available,” and the proportion of no responses (68%) was greater than the yes responses (32%), $p = .006$. Thus, most participants felt this item was true. The second significant item was, “Information is widely shared so that everyone can get the information he or she needs when it’s needed;” the proportion of no responses (73%) was greater than the yes responses (27%), $p < .001$. No other significant differences were found in the responses.

Table 10

Results of Binomial Test Conducted for Involvement Items

		Category	N	Prop.	Observed	P
Most employees are highly involved in their work.	Group 1	Yes	34		.57	.366
	Group 2	No	26		.43	
	Total		60		1.00	
Decisions are usually made at the level where the best information is available.	Group 1	No	41		.68	.006
	Group 2	Yes	19		.32	
	Total		60		1.00	
Information is widely shared so that everyone can get the information he or she needs when it’s needed.	Group 1	No	44		.73	.000
	Group 2	Yes	16		.27	
	Total		60		1.00	

			Observed		<i>P</i>
	Category	<i>N</i>	Prop.		
Everyone believes that he or she can have a positive impact.	Group 1	Yes	30	.50	1.000
	Group 2	No	30	.50	
	Total		60	1.00	
Business planning is ongoing and involves everyone in the process to some degree.	Group 1	Yes	28	.47	.699
	Group 2	No	32	.53	
	Total		60	1.00	
Cooperation across different parts of the organization is actively encouraged.	Group 1	Yes	31	.52	.897
	Group 2	No	29	.48	
	Total		60	1.00	
People work like they are part of a team.	Group 1	Yes	31	.52	.897
	Group 2	No	29	.48	
	Total		60	1.00	
Teamwork is used to get work done, rather than hierarchy.	Group 1	Yes	29	.48	.897
	Group 2	No	31	.52	
	Total		60	1.00	
Teams are our primary building blocks.	Group 1	Yes	36	.60	.155
	Group 2	No	24	.40	
	Total		60	1.00	
Work is organized so that each person can see the difference between his or her job and the goals of the organization.	Group 1	No	36	.60	.155
	Group 2	Yes	24	.40	
	Total		60	1.00	
Authority is delegated so that people can act on their own.	Group 1	No	34	.57	.366
	Group 2	Yes	26	.43	
	Total		60	1.00	
The “bench strength” (capability of people) is constantly improving.	Group 1	Yes	23	.38	.092
	Group 2	No	37	.62	
	Total		60	1.00	
There is continuous investment in the skills of employees.	Group 1	No	38	.63	.052
	Group 2	Yes	22	.37	
	Total		60	1.00	
The capabilities of people are viewed as an important source of competitive advantage.	Group 1	No	32	.53	.699
	Group 2	Yes	28	.47	
	Total		60	1.00	
Problems often arise because we do not have the skills necessary to do the job.	Group 1	No	36	.60	.155
	Group 2	Yes	24	.40	
	Total		60	1.00	

Binomial Test Conducted for Consistency Items

Table 11 provides the results of binomial tests conducted to determine if the proportions are significantly different from 50%. The proportion of responses was significantly different

from 50% in six items. In response to the item, “The leaders and managers “practice what they preach,” there are more no responses (65%) than yes (35%), $p = .027$. In response to the item, “Ignoring core values will get you in trouble,” there were more yes responses (75%) than no (25%), $p < .001$. In response to the item, “There is an ethical code that guides our behavior and tells us right from wrong,” there were more yes responses (72%) than no (28%), $p = .001$. In response to, “It is easy to reach consensus, even on difficult issues,” there were more no responses (77%) than yes (23%), $p < .001$. Lastly, regarding the item, “It is easy to coordinate projects across different parts of the organization,” there were more no responses (68%) than yes (32%), $p = .006$. No other significant differences were found in the responses.

Table 11

Results of Binomial Test Conducted for Consistency Items

		Category	N	Observed Prop.	Test Prop.	P
The leaders and managers “practice what they preach.”	Group 1	Yes	21	.35	.50	.027
	Group 2	No	39	.65		
	Total		60	1.00		
There is a characteristic management style and a distinct set of management practices.	Group 1	No	27	.45	.50	.519
	Group 2	Yes	33	.55		
	Total		60	1.00		
There is a clear and consistent set of values that governs the way we do business.	Group 1	Yes	26	.43	.50	.366
	Group 2	No	34	.57		
	Total		60	1.00		
Ignoring core values will get you in trouble.	Group 1	Yes	45	.75	.50	.000
	Group 2	No	15	.25		
	Total		60	1.00		
There is an ethical code that guides our behavior and tells us right from wrong.	Group 1	No	17	.28	.50	.001
	Group 2	Yes	43	.72		
	Total		60	1.00		
When disagreements occur, we work hard to achieve “win-win” solutions.	Group 1	No	30	.50	.50	1.000
	Group 2	Yes	30	.50		
	Total		60	1.00		
There is a “strong” culture.	Group 1	No	33	.55	.50	.519

		Category	N	d Prop.	Observe Prop.	Test	P
It is easy to reach consensus, even on difficult issues.	Group 2	Yes	27		.45		
	Total		60		1.00		
	Group 1	No	46		.77	.50	.000
We often have trouble reaching agreement on key issues.	Group 2	Yes	14		.23		
	Total		60		1.00		
	Group 1	No	28		.47	.50	.699
There is a clear agreement about the right way and the wrong way to do things.	Group 2	Yes	32		.53		
	Total		60		1.00		
	Group 1	Yes	26		.43	.50	.366
Our approach to doing business is very consistent and predictable.	Group 2	No	34		.57		
	Total		60		1.00		
	Group 1	No	30		.50	.50	1.000
People from different parts of the organization share a common perspective.	Group 2	Yes	30		.50		
	Total		60		1.00		
	Group 1	No	34		.57	.50	.366
It is easy to coordinate projects across different parts of the organization.	Group 2	Yes	26		.43		
	Total		60		1.00		
	Group 1	Yes	19		.32	.50	.006
Working with someone from another part of this organization is like working with someone from a different organization.	Group 2	No	41		.68		
	Total		60		1.00		
	Group 1	No	24		.40	.50	.155
There is good alignment of goals across levels.	Group 2	Yes	36		.60		
	Total		60		1.00		
	Group 1	No	36		.60	.50	.155
	Group 2	Yes	24		.40		
	Total		60		1.00		
	Group 1	No	36		.60	.50	.155

Binomial Test Conducted for Adaptability Items

Table 12 provides the results of binomial tests conducted to determine if the proportions are significantly different from 50%. There were six items in each, and the proportion of responses were significantly different from 50%. In response to the item, “The way things are done is very flexible and easy to change,” there were more no responses (67%) than yes (33%), $p = .013$. The item, “Attempts to create change usually meet with resistance,” had more yes responses (77%) than no (33%), $p < .001$. The item, “Different parts of the organization often

cooperate to create change,” had more no responses (65%) than yes (35%), $p = .027$. The item, “We encourage direct contact with customers by our people,” had more yes responses (75%) than no (25%), $p < .001$. The item, “Innovation and risk-taking are encouraged and rewarded,” had more no responses (68%) than yes (32%), $p = .006$. Lastly, the item, “We make certain that the “right hand knows what the left hand is doing,” had more no responses (67%) than yes (33%), $p = .013$. No other significant differences were found in the responses.

Table 12

Results of Binomial Test Conducted for Adaptability Items

		Category	<i>N</i>	d Prop.	Observe Prop.	Test	<i>P</i>
The way things are done is very flexible and easy to change.	Group 1	Yes	20		.33	.50	.013
	Group 2	No	40		.67		
	Total		60		1.00		
We respond well to competitors and other changes in the business environment.	Group 1	No	37		.62	.50	.092
	Group 2	Yes	23		.38		
	Total		60		1.00		
New and improved ways to do work are continually adopted.	Group 1	Yes	25		.42	.50	.245
	Group 2	No	35		.58		
	Total		60		1.00		
Attempts to create change usually meet with resistance.	Group 1	Yes	46		.77	.50	.000
	Group 2	No	14		.23		
	Total		60		1.00		
Different parts of the organization often cooperate to create change.	Group 1	No	39		.65	.50	.027
	Group 2	Yes	21		.35		
	Total		60		1.00		
Customer comments and recommendations often lead to changes.	Group 1	No	31		.52	.50	.897
	Group 2	Yes	29		.48		
	Total		60		1.00		
Customer input directly influences our decisions.	Group 1	No	26		.43	.50	.366
	Group 2	Yes	34		.57		
	Total		60		1.00		
All members have a deep understanding of customer wants and needs.	Group 1	No	28		.47	.50	.699
	Group 2	Yes	32		.53		
	Total		60		1.00		
The interests of the customer often get ignored in our decisions.	Group 1	No	35		.58	.50	.245
	Group 2	Yes	25		.42		
	Total		60		1.00		
	Group 1	Yes	45		.75	.50	.000

		Category	N	d Prop.	Observe Prop.	Test	P
We encourage direct contact with customers by our people.	Group 2	No	15		.25		
	Total		60		1.00		
We view failure as an opportunity for learning and improvement.	Group 1	Yes	36		.60	.50	.155
	Group 2	No	24		.40		
	Total		60		1.00		
Innovation and risk-taking efforts are encouraged and rewarded.	Group 1	No	41		.68	.50	.006
	Group 2	Yes	19		.32		
	Total		60		1.00		
Lots of things “fall between the cracks.”	Group 1	No	23		.38	.50	.092
	Group 2	Yes	37		.62		
	Total		60		1.00		
Learning is an important objective in our day-to-day work.	Group 1	Yes	34		.57	.50	.366
	Group 2	No	26		.43		
	Total		60		1.00		
We make certain that the “right hand knows what the left hand is doing.”	Group 1	Yes	20		.33	.50	.013
	Group 2	No	40		.67		
	Total		60		1.00		

Binomial Test Conducted for Mission Items

Table 13 provides the results of binomial tests conducted to determine if the proportions are significantly different from 50%. There was one item in which the proportion of responses was significantly different from 50%. In response to the item, “Our strategy leads other organizations to change the way they compete in the industry,” there were more no responses (67%) than yes (33%), $p = .013$. No other significant differences were found in the responses.

Table 13

Results of Binomial Test Conducted for Mission Items

		Category	N	d Prop.	Observe Prop.	Test	P
There is a long-term purpose and direction.	Group 1	Yes	32		.53	.50	.699
	Group 2	No	28		.47		
	Total		60		1.00		
Our strategy leads other organizations to change the way they compete in the industry.	Group 1	Yes	20		.33	.50	.013
	Group 2	No	40		.67		
	Total		60		1.00		
	Group 1	Yes	32		.53	.50	.699
	Group 2	No	28		.47		

	Category		N	d Prop.	Observe Prop.	Test	P
There is a clear mission that gives meaning and direction to our work.	Total		60	1.00			
There is a clear strategy for the future.	Group 1	Yes	22	.37		.50	.052
	Group 2	No	38	.63			
	Total		60	1.00			
Our strategic direction is unclear to me.	Group 1	No	23	.38		.50	.092
	Group 2	Yes	37	.62			
	Total		60	1.00			
There is widespread agreement about goals.	Group 1	Yes	22	.37		.50	.052
	Group 2	No	38	.63			
	Total		60	1.00			
Leaders set goals that are ambitious, but realistic.	Group 1	Yes	28	.47		.50	.699
	Group 2	No	32	.53			
	Total		60	1.00			
The leadership has “gone on record” about the objectives we are trying to meet.	Group 1	No	32	.53		.50	.699
	Group 2	Yes	28	.47			
	Total		60	1.00			
We continuously track our progress against our stated goals.	Group 1	No	35	.58		.50	.245
	Group 2	Yes	25	.42			
	Total		60	1.00			
People understand what needs to be done for us to succeed in the long run.	Group 1	No	32	.53		.50	.699
	Group 2	Yes	28	.47			
	Total		60	1.00			
We have a shared vision of what the organization will be like in the future.	Group 1	Yes	25	.42		.50	.245
	Group 2	No	35	.58			
	Total		60	1.00			
Leaders have a long-term viewpoint.	Group 1	Yes	32	.53		.50	.699
	Group 2	No	28	.47			
	Total		60	1.00			
Short-term thinking often compromises our long-term vision.	Group 1	Yes	37	.62		.50	.092
	Group 2	No	23	.38			
	Total		60	1.00			
Our vision creates excitement and motivation for our employees.	Group 1	No	37	.62		.50	.092
	Group 2	Yes	23	.38			
	Total		60	1.00			
We are able to meet short-term demands without compromising our long-term vision.	Group 1	Yes	28	.47		.50	.699
	Group 2	No	32	.53			
	Total		60	1.00			

Quantitative analysis was also used to examine Research Question 2: What do inner-city revitalization efforts, as measured by the mean change percentage in crime rate, poverty rate, and

unemployment rate, look like within a city municipality in California under the current mayorship?

A percentage of change calculation was made based on an evaluation of city records and documentation to examine the percentage of change from 2014 to 2019 that has taken place within the variables of unemployment rate, property value, and crime rate. The mean percentage of change for unemployment rate showed a 12.2% decrease. The percentage of change for crime rate showed a 2.9% decrease. Finally, the percentage of change for property value showed a 10.2% increase (see Table 14).

Table 14

Inner-City Revitalization Outcomes

Year	CRIME (Total Incidents)	Unemployment (observation Value)	Property Value (Maximum Price)
2014	3,533	69286	\$361,320.00
2015	3,465	55775	\$402,800.00
2016	3,313	39191	\$453,080.00
2017	3,570	34919	\$521,250.00
2018	3,427	35075	\$564,880.00
2019	3,005	34554	\$585,190.00
Percentage of Change	14.9% decrease	56% decrease	62% increase
Crime			
2014–2015	1.9% decrease		
2015–2016	4.4% decrease		
2016–2017	7.8% increase		
2017–2018	4% decrease		
2018–2019	12.3% decrease		
Mean Percentage Change	2.96% decrease		
Unemployment Rate			
2014–2015	19.5% decrease		
2015–2016	29.7% decrease		
2016–2017	10.9% decrease		
2017–2018	0.4% increase		
2018–2019	1.5% decrease		
Mean Percentage Change	12.2% decrease		
Property Value			

2014–2015	11.5% increase
2015–2016	12.5% increase
2016–2017	15% increase
2017–2018	8.4% increase
2018–2019	3.6% increase
Mean Percentage Change	10.2% increase

Qualitative Results

Qualitative findings were used to partly address Research Question 3: What is the culture of the governing municipality and the inner-city revitalization within a city municipality in California, as examined through face-to-face interviews?

In the qualitative component of this mixed-methods study, data collection was comprised of one-to-one, semistructured, face-to-face interviews with three municipal employees, including the city manager, the public works director, and the unspecified administrative staff. In the following subsection, the data analysis procedure is described. Next, the themes used to address Research Question 3 are presented.

The number of interview participants ($n = 3$) was smaller than the number originally anticipated during the planning of the study. Closures associated with the COVID-19 pandemic greatly impeded efforts to recruit municipal employees to participate in the study. For the study to be conducted, the smaller number of participants needed to be accepted.

Qualitative Data Analysis Procedure

Face-to-face interviews were audio recorded and then transcribed into Microsoft Word verbatim. Once this was completed, the researcher analyzed the data for the emergence of themes. In the first phase of this part of the research study, the researcher repeatedly read the material to become familiar with the data. The second phase consisted of searching the data for initial codes. Codes were identified by excerpting phrases or groups of phrases from the data

relevant to organizational culture and inner-city revitalization at the municipal government level. Excerpts were labeled descriptively to summarize their relevant meanings. Different data excerpts expressing similar meanings were assigned the same label case of different data excerpts. In this way, excerpts from the data were clustered inductively by grouping them according to similarities of emergent meaning.

As an example of the coding process, P2 stated, “Our mission, as directed by the mayor and Council, is to constantly do better at serving and improving the community.” This statement had two relevant meanings, so it was assigned to two codes. The first code to which P2’s statement was assigned was labeled, “Intent of mission is to serve and improve the community.” The second code to which P2’s statement was assigned was labeled, “Mission is top-down,” because the participant described the mission as directed by the Mayor and City Council. P3 stated, “[The mayor] sets the mission of the city and makes this clear to his employees.” P3’s statement, like P2’s, indicated the municipal government’s mission was directed in a top-down fashion, by the mayor, so it was assigned to the same code as P2’s response, “Mission is top-down.” In this way, the two responses with similar meanings were grouped. A total of 42 data excerpts were assigned to 25 initial codes. Table 15 indicates the initial codes and the number of data excerpts assigned to each of them.

Table 15

Qualitative Data Analysis Initial Codes

Initial qualitative code (alphabetized)	Number of data excerpts included
Addressing crime rate by prioritizing safety and well-being	2
Addressing unemployment rate by creating a business-friendly environment	3
Capitalizing on opportunities for learning	1
Consistency is achieved through deliberative decision making in relation to established goals	2
Creating a sense of community	1

Initial qualitative code (alphabetized)	Number of data excerpts included
Customer focus is the core mission	3
Ensuring public safety and welfare	2
Establishing favorable policy and resource management	1
Evaluating conditions and setting goals	2
Facilitating opportunity	1
Fostering teamwork	1
Goal of continual improvement	1
Intent of mission is to serve and improve the community	2
Leadership embracing and facilitating change	2
Leadership encourages empowerment	2
Leadership encourages teamwork	2
Learning is top down	2
Mission intent involves pride of ownership	1
Mission is top down	2
Property value addressed through city maintenance	1
Property value raised through having a clear vision and values	2
Providing feedback and encouragement for capability development	2
Providing resources for capability development	1
Representing constituents	1
Vision of making the city a destination	2

The third sequence of the analysis involved searching the data for themes. Grouping codes formed themes, and codes were grouped when they expressed similar meanings or meanings related to different aspects of the same broader, overarching idea. As an example, the code “mission is top-down” was grouped with nine other codes, including but not limited to “intent of the mission is to serve and improve the community,” “mission intent involves pride of ownership,” and “vision of making the city a destination.” The 10 codes were grouped because they all indicated findings related to the municipal government’s mission and vision. The 25 initial codes were grouped into three major concepts using the procedure. Table 16 indicates how the codes were grouped into concepts.

Table 16*Qualitative Analysis Grouping of Initial Codes Into Themes*

Theme Initial qualitative code grouped to form theme	Number of data excerpts included
Theme 1. Culture is guided by the vision and mission of providing public service and nurturing prosperity	14
Creating a sense of community	
Ensuring public safety and welfare	
Establishing favorable policy and resource management	
Facilitating opportunity	
Goal of continual improvement	
Intent of mission is to serve and improve the community	
Mission intent involves pride of ownership	
Mission is top-down	
Representing constituents	
Vision of making the city a destination	
Theme 2. Culture is focused on customer service, change, and growth	20
Capitalizing on opportunities for learning	
Consistency is achieved through deliberative decision-making in relation to established goals	
Customer focus is the core mission	
Evaluating conditions and setting goals	
Fostering teamwork	
Leadership embracing and facilitating change	
Leadership encourages empowerment	
Leadership encourages teamwork	
Learning is top-down	
Providing feedback and encouragement for capability development	
Providing resources for capability development	
Theme 3. Culture impacts include increased public safety, employment, and property values	8
Addressing crime rate by prioritizing safety and wellbeing	
Addressing unemployment rate by creating a business-friendly environment	
Property value addressed through city maintenance	
Property value raised through having a clear vision and values	

Presentation of the Qualitative Findings

This demonstration of findings from the qualitative component of the study is organized by concept. Within the discussion of each concept, evidence is provided for the finding by using direct quotes gathered from the data. The themes were the significant findings used to address the qualitative component of Research Question 3: What is culture of the governing municipality

and the inner-city revitalization within a city municipality in California, as examined through face-to-face interviews? The three themes used to address the question were:

1. Culture is guided by the vision and mission of providing public service and nurturing prosperity.
2. Culture is focused on customer service, change, and growth.
3. Cultural impacts include increased public safety, employment, and property values.

Table 17 indicates the roles of the three participants who provided qualitative data.

Table 17

Qualitative Interview Participant Roles in Municipal Government

Participant	Role in municipal government
P1	City Manager
P2	Public Works Director
P3	City Employee

Theme 1: Culture Is Guided by the Vision and Mission of Providing Public Service and Nurturing Prosperity. Participants indicated the vision and mission of the municipal government (MG) had multiple components, but these components were focused on the central goal of providing public service to constituents, particularly in the areas of safety and community prosperity. P1 cited the outcomes of safety and welfare as targets of the MG's mission: "The mission of municipal government is to provide a jurisdiction with local governance, public policy, resource management and service delivery required to ensure safety and welfare and other essential services necessary for social and economic prosperity." P2 referenced the goal of serving the public: "Our mission, as directed by the Mayor and Council, is to constantly do better at serving and improving the community." P3 referenced a specific way in which the mayor had worked to ensure public safety, by setting funds aside to meet emergencies, a precaution that

helped the MG to meet the challenges associated with the COVID-19 global pandemic: “[The mayor] had the foresight to plan for the future and save for a rainy day, so that the COVID-19 virus did not have the financial impact on the city that other cities experienced.”

P1 corroborated P3’s statement in noting one way the MG facilitated public safety and other goals was through management of municipal resources to “establish thoughtful public policy and manage resources in a manner which regulates land use, protects natural resources, assures efficient health, safety and transportation systems, and provides opportunities for commerce, community building, and leisure and recreation.” Notable in P1’s response were the goals of assuring health and safety for constituents as well as the goal of providing opportunities for commerce and community building. One means of community building, P1 added, was to “create a sense of community belonging.” A means of providing opportunities for commerce was, P1 said, to “facilitate social and economic opportunity.” P2 discussed the overall MG vision to which the goals of public service—providing opportunities for commerce and community building—were subsidiary, stating the MG was working to make the municipality where people would want to stay instead of just passing through:

The Vision of the City, which is set by the mayor and the Council, is to be a destination and not just a place to pass through. We want people to stay in the city and enjoy the restaurants and entertainment—not just come to the city to see a ball game. This is accomplished by being business friendly while also supporting the residents.

P2’s mention of “supporting the residents” was a reference to providing public service, particularly in relation to health and safety. P2’s mention of attracting visitors to “enjoy the restaurants and entertainment” was a means of achieving the goal, cited by P1, of providing

opportunities for commerce. P3 corroborated P2's statement the MG was working to provide opportunities for commerce and community building by making the city a destination:

The mayor's goals have been to position the city to be the region's area for sports and entertainment, and he has also invested in transit development. He has positioned us to be the center for culture and youth development. An example of this is the fact that the Girls Scouts of America moved into [the city] as did the [metropolitan symphony orchestra].

Thus, according to P3, the MG was working to create opportunities for commerce by attracting significant community assets related to sports, public service, and the arts. As infrastructure to make those resources accessible, the transit system was being developed. The overall goal of these efforts was to build the community and contribute to its welfare and prosperity through positioning the city as a regional cultural and recreational hub.

Participants indicated both the mission and vision of the MG were directed from the top down, beginning with the mayor and city council. P2 described the MG's mission as "directed by the mayor and Council," and P3 added, "[The Mayor] sets the mission of the city and makes this clear to his employees." However, P2 indicated there is strong buy-in to the MG's mission and vision on the part of MG employees: "Management staff has pride and ownership of what we do here. We treat the work we do as if we are doing it at our own home. This is why we go the extra mile."

In summary, the mission and vision of the MG were focused on public service to achieve multiple goals related to the public welfare. Among those goals were community-building and providing opportunities for commerce, as well as ensuring public safety. The MG worked to build the community and promote its welfare through efforts to make the city a regional hub for culture and recreation, to attract visitors and help local businesses to thrive. Improvements to the

transit system were provided as infrastructural support for these goals. Prudent management of public resources had enabled the MG to respond effectively to the COVID-19 pandemic.

Although the mayor and city council set the MG's mission and vision, participants spoke with enthusiasm about the goals and their effects on the community, indicating strong buy-in on the part of management.

Theme 2: Culture Is Focused on Customer Service, Change, and Growth.

Participants indicated the MG's culture was centered on providing a high quality of customer service to constituents. Participants further indicated the MG's culture was change- and growth-oriented, and one of the means by which change and growth were achieved was through the fostering of teamwork within the MG. All three participants described customer service as the center around which all other priorities in the MG's culture were organized. P1 described how employee hiring and evaluation practices were used to foreground the customer-service focus: "If local government is not customer-centric, it neglects its core mission. To ingrain the critical importance of customer service, city workforces should hire, train, evaluate performance, promote, and reward employees for demonstrating and practicing excellent customer service." P3 indicated the customer service focus of the MG culture was directed from the top down, and the mayor provided clear expectations for how constituents' concerns should be addressed: "The mayor is very customer focused and deeply concerned with the service his employees provide to citizens. When he hears of an issue, he addresses the department head and corrects the problem. He requires follow up with the citizen." P2 described customer service as having a dual focus on responding in a friendly manner to constituent communications and providing a high quality of public services:

The mayor and council, as well as the Public Works Department, believe customer service is number one. We are here to serve the public and make them, residents and businesses, feel special, because they are the ones paying our salaries. With customer services comes not only a friendly and professional experience with the customers but also delivering great municipal services.

Participants added the MG leadership embraced and facilitated change. P1 described an MG culture with a change and growth focus as a necessity: “Leadership and management must embrace change and the risk required to accomplish it, provide the necessary resources, and urge and guide all employees to reach the goal.” P1 described how employees were “urged and guided” to reach growth and change goals that it involved capability development through provision of resources and development opportunities: “Developing employee potential occurs when there are resources for training, mentorships, assignment rotation, quality performance feedback and appraisals, and other positive actions.” P2 corroborated P1’s statements about the focus on growth and change in the MG’s culture, describing the organization as excelling in adaptability as a result of top-down direction: “We are a very nimble organization. Having worked for other public agencies, [the city] is the most nimble, and creates change seamlessly. This is, again, thanks to the mayor and council.”

Part of the MG’s cultural focus on change and growth involved a readiness to learn as an organization. P1 said organizational learning was driven by leadership: “Like so much of municipal culture, it begins with the mayor, city council, city manager, executives, and managers.” P3 described the mayor as both a facilitator and source of organizational learning: “The Mayor is a great teacher, motivator, and mentor. He has a great business acumen and has passed his knowledge on to his department heads.” One means by which organizational learning

was promoted was the assessment of current conditions in relation to established goals. P1 noted, “The municipal leadership and administration have the tools to evaluate and assess where the city is and then facilitate goals, objectives, and a vision for the future.” As a consequence of organizational learning through the assessment of conditions in relation to goals, the MG had accomplished a number of infrastructural and commerce-driving improvements. P3 said:

The mayor has incorporated local hiring agreements into the city’s contracts. He has created the vision for a vibrant [city] with an amazing future. He has also invested in street paving, improvements to the water system, and created a strong public safety system. It is a winning formula.

The MG’s focus on customer service through growth and change was carried out through a cultural focus on teamwork and employee empowerment. Fostering teamwork was a leadership-directed goal, and P1 indicated teamwork was facilitated “through leadership, training, trust, and confidence. Directors and other managers can facilitate teamwork by creating teams and committees and other forms of collaborative work models when they are not occurring organically in the organization. Reward, reward, reward desired behavior.” P3 stated the cultural focus on fostering teamwork began with the mayor, who “treats [MG employees] as a team and has weekly meetings to ensure the flow of information to each other.” P1 added teamwork was encouraged through messaging within the MG: “The organization has explicit and implicit messaging and training to encourage its workforce to work as a team to pursue the vision.”

The empowerment of employees was also a leadership-directed goal. P1 stated leadership encouraged empowerment not only by officially providing employees with latitude for decision making but also by working to make employees feel valued:

Empowerment is essential, as is the willingness to take calculated risks. It is generally granted rather than seized, so leadership and management encourage it and authorize it. This is done, in part, through job descriptions and duties, delegation and explicit direction. Empowerment is most likely to be used and occurs when employees feel they are being valued and entrusted to make good decisions and perform well.

P3 added, “I believe the mayor empowers his staff to work at their highest potential.” P1 reemphasized the importance of encouragement in empowering employees, stating, “People fulfill their potential when they have confidence in their capabilities. One source of self-confidence comes from others who are admired and respected and who are generous in their encouragement and praise.” P3 provided corroborating data indicating MG leadership nurtured employees: “The mayor seeks out the strengths in each department head and spends time nurturing and developing them on a weekly basis.”

In summary, customer service was the central concern around which MG culture organized all other priorities. Customer service was promoted through clear expectations for employees to follow in dealing with constituents, and through providing high-quality public services. Customer service was further promoted through an orientation of the MG’s culture toward growth and positive change. This focus was directed from the top down and promoted through assessment of municipal conditions in relation to MG goals and through improvements made to meet identified needs. Growth was also promoted through the fostering within the MG of teamwork and employee empowerment. Teamwork was encouraged through organizational messaging that included explicit and implicit expectations of teamwork. Employee empowerment was promoted by resourcing and nurturing employee growth through professional development opportunities and through encouragement and validation from leadership.

Theme 3: Culture Impacts Include Increased Public Safety, Employment, and Property Values. All three participants indicated the culture of the MG increased public safety, employment, and property values in the municipality. Public safety was increased by reducing the crime rate because of the MG's cultural focus on all aspects of public safety and welfare. Of the MG's culture and the reduced crime rate, P1 said, "If the municipal culture includes a self-image that, in turn, includes a sense of safety and well-being, then it [crime reduction] becomes part of the overall vision of the city and is reflected in goals, objectives, and coordinated effort." P3 associated crime rate reduction with the mayor's management of resources to promote public safety through policing: "The crime rate is impacted by the mayor's leadership. He devotes the necessary resources to the police department in order for them to effectively police the city."

All three participants stated the employment rate was increased through the MG's cultural focus on the growth of businesses and other employment opportunities. P1 referred to the MG's creation of a business-friendly community as responsible for the decrease in unemployment: "The organizational culture understands, embraces, and fulfills the city's responsibility to create a business-friendly environment where commerce can thrive." P2 described businesses as encouraged to join the community by the good condition in which public amenities were maintained:

The City's culture is one of ownership and pride, we feel like we are a part of the community and therefore, we care. Because [city] is our home, we maintain it and beautify it as much as possible. By doing so, we attract businesses, which has a direct impact on the positive employment rate.

P3 reported unemployment was also decreased by the mayor's writing local hiring requirements into agreements with contractors: "The city's unemployment rate has dropped

significantly since [the mayor] took office. This can be attributed to his development agreements for major projects, which set a local-hire goal of 35%.”

Two participants stated property values rose because of public confidence in the MG’s strong mission and vision of public service. P1 described the MG’s core values and mission and public confidence resulting in rising property values:

Though property values are affected by a host of national, state, and regional factors, a city’s location, schools, policing, infrastructure, economy, and other factors play a large role. Cities that engage their constituents, formulate ambitious but realistic goals and objectives, and have a clear vision and core values invariably enjoy rising property values. Do everything else right, and the property values are a lock. Property values, like the value of stock listings, are also forward looking. People will value, and be willing to pay top dollar for property, if they believe the city has leadership, vision, resources, and forward momentum likely to provide continued growth and progress.

P3 corroborated P1’s perception that property values in the municipality were rising: “Property values had risen more than 200% since 2012, which has afforded [city] residents the opportunity to pass on generational wealth.” P2 associated rising property values with the MG’s cultural focus on customer service, which led to a high quality of city maintenance: “The [Public Works] Department believes strongly in great customer service, which includes municipal services and infrastructure improvements. By providing this high level, the streets and parks are well maintained and aesthetically pleasing, which helps improve property values.”

In summary, participants perceived falling crime rates, falling unemployment, and rising property values with the culture of the MG. Salient cultural features included the focus on customer service, public safety, and the creation of opportunities for businesses. The focus on

customer service resulted in a friendlier climate for business in the community and in strong curb appeal in city amenities that attracted businesses and contributed to rising property values.

Having a clear mission and values was another cultural feature associated with rising property values, via the fostering of public confidence in the continuation of effective government and therefore, in the community's future.

Summary

Regarding quantitative analysis, Binomial tests were conducted to determine if the proportion of yes or no responses were significantly different from 50%. Regarding involvement, in response to the item, "Decisions are usually made at the level where the best information is available," the proportion of no responses (68%) was greater than the yes responses (32%), $p = .006$. Thus, most participants felt this item was true. The second significant item was, "Information is widely shared so that everyone can get the information he or she needs when it's needed." The proportion of no responses (73%) was greater than the yes responses (27%), $p < .001$. Most people felt information was not widely shared.

Regarding consistency, there were six items in which the proportion of responses was significantly different from 50%. In response to the item, "The leaders and managers practice what they preach," there are more no responses (65%) than yes (35%), $p = .027$. In response to the item, "Ignoring core values will get you in trouble," there were more yes responses (75%) than no (25%), $p < .001$. In response to the item, "There is an ethical code that guides our behavior and tells us right from wrong," there were more yes responses (72%) than no (28%), $p = .001$. In response to, "It is easy to reach consensus, even on difficult issues," there were more no responses (77%) than yes (23%), $p < .001$. Lastly, regarding the item, "It is easy to coordinate

projects across different parts of the organization,” there were more no responses (68%) than yes (32%), $p = .006$.

Regarding adaptability, in response to the item, “The way things are done is very flexible and easy to change,” there were more no responses (67%) than yes (33%), $p = .013$. The item, “Attempts to create change usually meet with resistance,” had more yes responses (77%) than no (33%), $p < .001$. The item, “Different parts of the organization often cooperate to create change,” had more no responses (65%) than yes (35%), $p = .027$. The item, “We encourage direct contact with customers by our people,” had more yes responses (75%) than no (25%), $p < .001$. The item, “Innovation and risk-taking are encouraged and rewarded,” had more no responses (68%) than yes (32%), $p = .006$. Lastly, the item, “We make certain that the right-hand knows what the left hand is doing,” had more no responses (67%) than yes (33%), $p = .013$.

Regarding mission, in response to the item, “Our strategy leads other organizations to change the way they compete in the industry,” there were more no responses (67%) than yes (33%), $p = .013$. Most people felt their strategy did not lead to change in other organizations. No other significant differences were found.

The second aspect of the quantitative study showed a percentage of change in inner-city revitalization outcomes within the municipal of study. City documents reflecting the observed unemployment numbers, total incidents of crime, and maximum property values were reviewed and analyzed. Data were analyzed by finding the mean percentage of change from 2014 to 2019. The mean change for unemployment was -12.2%, for incidents of crime -2.96%, and for property value 10.2%.

Three themes were identified in the qualitative component of the study to address Research Question 3: What is the culture of the governing municipality and the inner-city

revitalization outcomes within a city municipality in California, as examined through face-to-face interviews? The three themes used to address the question were: (a) culture is guided by the vision and mission of providing public service and nurturing prosperity; (b) culture is focused on customer service, change, and growth; and (c) cultural impact includes increased public safety, employment, and property values. Chapter 5 takes into consideration the findings and entails discussion, interpretation, recommendations, and implications.

Chapter 5: Conclusions, Implications, and Recommendations

The obstacle addressed in this research was there remained a lack of understanding within governing institutions' organizational culture and inner-city revitalization outcomes. This lack of knowledge created a problem for urban cities and city leaders who wanted to accomplish significant change within their cities. Capable inner-city municipal governments require leadership that is adaptable to the community's emerging needs while delivering sustainable change (Blunden et al., 2017). The study sought to expand on a previous study conducted by Garrett (2017), who initially examined the organizational culture and inner-city revitalization at the municipality level. The researchers recommended additional research exploring the organization's cultural and inner-city revitalization outcomes (Blunden, 2017). Therefore, a gap existed in the literature examining these crucial components that could bring substantial modification to these urban areas. This mixed-method research study aimed to increase knowledge and add to current literature regarding organizational culture and inner-city revitalization at the municipal government level. The study went a step further and explored the organization's cultural factors and inner-city revitalization outcomes.

The study adopted Denison's (1990) Organizational Culture Survey and full range leadership theory to explain the organization's culture and inner-city revitalization outcomes. According to Denison, an organization's culture is defined as the principles, values, and beliefs within the organization. These principles, values, and beliefs are the foundation of that organization's management system. Regarding full range leadership theory Bass and Avolio (1990) developed, leadership style is a continuum representing both the most ineffective and effective leadership practices within an organization (Antonakis et al., 2003). The overarching research questions were: What does the organization's culture look like within a city

municipality in California as assessed by the DOCS? What do inner-city revitalization efforts, as measured by the mean change in crime rate, poverty rate, and unemployment rate, look like within a city municipality in California under the current mayorship? What is the culture of the governing municipality and the inner-city revitalization within a city municipality in California, as examined through face-to-face interviews?

Quantitative statistics were used to analyze data for Research Questions 1 and 2, and qualitative information was used to analyze data for Research Question 3. In summary, concerning Research Question 1, results of the binomial test revealed, in regard to involvement, decisions were generally developed and reconciled by individuals within the level of the organization who possessed the best knowledge about that particular decision. Information was available to those who needed it when it was needed. Regarding the issue of consistency, an ethical code guided the behavior of the employees and the organization. Ignoring the guidance of the ethical code and core values within the organization could lead to trouble. In addition, agreement throughout the organization was easy to achieve, and the coordination of projects interdepartmentally were easily coordinated. Concerning adaptability, different parts of the organization would come together to create the desired changes due to the level of resistance arising when change was presented. Consequently, innovation and risk taking were encouraged and rewarded in the organizations. Lastly, regarding mission, participants' strategy led to other organizations changing how they competed in the industry.

Regarding Research Question 3, three themes were identified in the qualitative component of the study. Regarding the first theme, study results revealed the mission and vision of the municipal government (MG) were focused on public service to achieve multiple goals related to public welfare. Among those goals were community building, providing opportunities

for commerce, and ensuring public safety. Regarding the second theme, study results revealed customer service was the central concern around which MG culture organized all other priorities. Customer service was promoted through clear expectations for employees to follow in dealing with constituents and providing a high quality of public services. Lastly, concerning the third theme, the study findings demonstrated participants perceived falling crime rates, falling unemployment rates, and rising property values with the culture of the MG. Salient cultural features included focusing on customer service, public safety, and the creation of opportunities for businesses. The focus on customer service resulted in a friendlier climate for business in the community and in strong curb appeal in city amenities that attracted businesses and contributed to rising property values. Chapter 5 is organized into several sections. The sections include study conclusions, implications for practice and scholarship, study limitations, recommendations for practice, future research, and closing comments.

Study Conclusions

In this section, the study presents an overview and discussion of the research study's findings. The discussion and interpretation are based on each research question and the themes evaluated. As already mentioned, the research study was driven by three research questions: What does the organization's culture look like within a city municipality in California as assessed by the DOCS? What do inner-city revitalization efforts, as measured by the mean change percentage in crime rate, poverty rate, and unemployment rate, look like within a city municipality in California under the current mayorship? What is the culture of the governing municipality and the inner-city revitalization within a city municipality in California, as examined through face-to-face interviews? The findings on each research question are discussed below. In addition to the findings and interpretation of the results is presented.

RQ1: What Does the Organization's Culture Look Like Within a City Municipality in California as Assessed by the DOCS?

The first research question sought to understand the organization's culture within a city municipality in California as assessed by the DOCS. The following organizational cultural traits were discussed for this research question: involvement, consistency, adaptability, and mission. Regarding the involvement, the binomial test revealed decisions were made based on the location of the best information for that decision. Most participants felt that was true. In addition, results indicated information was accessible when needed and shared easily with those who needed that piece of information. Findings suggest the organization's culture within the municipality promoted involvement through information sharing, and decisions were made with the availability of best information.

The results above are consistent with the current literature. For instance, *involvement* is the employee's level of involvement and participation through information availability and sharing (Denison, 1990). The most effective organizations had a significant number of employees engaged in the organization's processes and practices. The high involvement level resulted in the employees feeling as though they were a part of the organization and were more invested. Their investment in the organization led to greater responsibility, higher commitment, and goal achievement (Denison, 1990). Comparable results were reported by Kim and Mondello (2014), who indicated the factor of managerial values and constructive organizational culture in the sports industry had not been studied much. Their findings revealed the lack of information. Similarly, in a study conducted by Marr (2016), results revealed different social contexts impacted an institution's productivity and processes within an organizational culture.

Organizational culture affected the institution internally, but it also dictated how it operated within the community and conducted interactions with other institutions (Marr, 2016).

This study results had several interpretations. First, this study's results implied involvement and employee participation in the organization could be enhanced through the availability of information and sharing of information. The most effective organizations ensure employees are engaged in the organization's processes and practices through involvement in various changes, processes, and decision making. The current study findings contributed to the existing literature in several ways. For instance, the study findings added to the current literature regarding organizational culture within a city municipality in California as assessed by the DOCS. The literature review revealed published information inadequately addressed how the organization's culture looks like within a city municipality. In particular, the first construct of the DOCS addressed the first research question, revealing involvement was significant construct enhancing information sharing within the municipality. In the subsequent section, a discussion of results on the second construct of DOC is presented.

Regarding the construct of consistency, the binomial test revealed leaders and managers practiced what they preached. In addition, results indicated disregarding core values could lead to trouble for the individual. Further, results indicated a robust code of ethics guided behavior and differentiated "right from wrong." However, more responses indicated consensus was not easily reached, even on complex issues. Consequently, results of the binomial test showed less acceptance that projects were easily coordinated across different parts of the organization. Results suggested the organization's culture within the municipality promoted consistency through an ethical code that guided behavior and differentiated right from wrong, less acceptance that projects were easily coordinated across different parts of the organization, and the notion

that ignoring core values could get one in trouble within the organization. The findings were consistent with previous literature. Aksoy et al. (2014) reported changes outside the institution had a considerable impact on the institutions themselves. Expected changes in the external environment—seen in information and communication—may motivate institutions to adopt different practices and programs to ensure continued relevancy in the industry, such as an ethical code that guides behavior and differentiates right from wrong (Aksoy et al., 2014).

Comparable findings to Aksoy et al. (2014) were also noted by Hashim (2013), who noted many various processes were involved in change management. These processes include moving toward change, handling resistance, and planning for growth and consistency through an ethical code guiding behavior and differentiating right from wrong. Presenting a unified front allows the institution to be more impactful and thrive in the long run. Similarly, Lopez et al. (2019) found organizational culture contributed to many aspects of an organization. Marulanda et al. (2018) also found organizational culture was one of the critical components of knowledge transfer within an institution. The stronger the organizational culture, the better developed processes for knowledge transfer are within an institution. The development process was enhanced through consistency, which enhanced the ethical code guiding behavior and differentiating right from wrong among employees. In addition, Williams and Beidas's (2018) study showed institutions with more proficient organizational cultures successfully reduced turnover rates strategically. Institutions working at developing experienced cultures are better suited to developing strategic plans within their institutions while adhering to the culture.

Concerning the construct of adaptability, the binomial test results demonstrated that the workstyle of the municipality was very flexible and easy to change; the attempts made to pursue modifications within the organization and externally were generally met with a high level of

resistance, and various components of the organization would cooperate with one another to overcome the resistance and pursue change. Consequently, innovation and risk taking were encouraged and rewarded in the organization. However, the responses indicated innovation and risk taking were not nurtured and cited in the organizations.

The study findings showed change was desirable but often met with a level of resistance. To overcome the resistance, the study showed different parts of the organization would come together and work to pursue the desired changes. The current study findings are consistent with the previous literature. For instance, Denison (1990) reported adaptability was seen in how an organization adapts reacts to change. Organizations with high adaptability can adapt to internal and external changes with low resistance. Employees within highly adaptable organizations can quickly adopt new practices, policies, and procedures without excessive difficulties or opposition (Denison, 1990). Other researchers also support the current study results. Mollanorouzi (2012) noted many factors play into whether an institution readily accepts the change. One of those factors included how change is perceived within the institution (Mollanorouzi, 2012).

Further, Chung et al. (2012) revealed certain personality traits affected an employee's propensity to be resistant to change. The researchers found self-reflection was an antecedent of cognitive flexibility. Cognitive flexibility was said to negatively affect significant, mental, and behavioral resistance to change in organizations. Therefore, hiring practices targeting individuals who rate higher on a cognitive flexibility scale may prove beneficial for institutions that are or will be experiencing change. Because all institutions fall into the category of *will be or are experiencing growth*, institutions that hire according to this knowledge may experience less resistance and more cohesion when encountering the challenge of implementing change (Chung et al., 2012).

The study results had several interpretations. First, the study results implied flexibility within the organization could enhance the adaptability factor. Second, a high level of resistance arose within the organization when confronted with change. Third, various components within the organization would work together to overcome resistance and pursue change. Within the municipality, innovation and risk taking were encouraged and rewarded in the organization.

The research and findings of this study contributed to the knowledge and literature of organizational culture and inner-city revitalization. For instance, the study findings added to literature on organizational culture within a city municipality in California as assessed by the DOCS. The literature reviewed inadequately addressed how the organization's culture looks within a city municipality. In particular, the third construct of the DOCS addressed the first research question, revealing adaptability involved in how the city did things accomplished its objectives was very flexible and easy to change. Fourth, attempts to create change were usually met with resistance. Different parts of the organization often cooperated to make changes to overcome this resistance.

Consequently, innovation and risk taking were encouraged and rewarded in the organizations. However, responses indicated innovation and risk taking were not nurtured and cited in the organizations. In the subsequent section, a discussion of the results on the fourth construct of DOC is presented.

Regarding the mission construct, the binomial test was conducted to determine if the proportions were significantly different from 50% and whether participants' strategy led to other organizations changing how they competed in the industry. However, more responses rejected this assumption. Organizational culture enhances strategic direction and intent, goals and objectives, and an organization's vision (Denison, 1990). According to Denison's (1990) model,

the management system involved behaviors and practices that were a reflection and catalyst for the said principles. The principles were resilient within the organization because they created meaning for the employees and testaments to strategies that had sustained and continued to grow the organization. Denison (1990) study results suggested organizational culture promotes mission, vision, strategic direction and intent, goals and objectives, and vision of an organization. The current study's findings were consistent with the previous literature. For example, Drucker (1954) reported, when results, mission, vision, goals, and objectives are not attained, negative feedback is used to correct course correction and realign the follower with the leader's expectations.

Comparable findings were reported in a quantitative study conducted by Larson (1980), who established unacceptable performance within the institution tended to be more clearly defined than exceptional performance. Improper performance was more definitive because it had more of a significant adverse effect on the institution than superior performance (Larson, 1980). The interpretation of these results was organizational culture with a well-reigned mission, vision, objectives, and goals led to improved performance and attainment. Current study results contribute to the existing literature in several ways. For instance, findings add to the current literature on organizational culture within a city municipality in California as assessed by the DOCS. The literature reviewed inadequately addressed how the organization's culture looks like within a city municipality. In particular, the last construct of the DOCS addressed the first research question revealing mission was a significant construct that enhanced vision, strategic plans, objectives, and goals. In the subsequent section, a discussion of results related to the second research question is presented.

RQ2: What Do Inner-City Revitalization Efforts, as Measured by the Mean Change Percentage in Crime Rate, Poverty Rate, and Unemployment Rate, Look Like Within a City Municipality in California Under the Current Mayorship?

Percentage of change was used to calculate the increase and decreases in inner-city revitalization outcomes. From 2014 to 2019, crime rate, unemployment rate, and property values have seen increases and decreases within the city. The mean change for crime rate was calculated to be a 2.96% decrease, unemployment rate a 12.2% decrease, and property value a 10.2% increase. These percentages suggested inner-city revitalization outcomes, as defined by the mayor of the city, did see changes and were being impacted under the current municipality and leadership.

RQ3: What Is the Culture of the Governing Municipality and the Inner-City Revitalization Within the City Municipality in California, as Examined Through Face-to-Face Interviews?

Themes were used to organize the presentation of the findings of this research study from the qualitative component. The themes were the significant findings used to speak to the qualitative component of Research Question 3. The three themes used to address the question were: (a) culture is guided by the vision and mission of providing public service and nurturing prosperity; (b) culture is focused on customer service, change, and growth; and (c) culture impacts include increased public safety, employment, and property values. Results under this research question are presented thematically.

Theme 1: Culture Is Guided by the Vision and Mission of Providing Public Service and Nurturing Prosperity. Participants indicated the vision and mission of the MG had multiple components but that these components were focused on the central goal of providing public service to constituents, particularly in the areas of safety and community prosperity. For instance,

one participant posited that the mission of municipal government was to provide a jurisdiction with local governance, public policy, resource management, and service delivery required to ensure safety, welfare, and other essential services necessary for social and economic prosperity. The results also revealed a specific way in which the mayor had worked to ensure public safety by setting funds aside to meet emergencies. This precaution helped the MG meet the challenges associated with the COVID-19 pandemic. Participants noted one way the MG facilitated public safety and other goals was through the management of municipal resources.

Further, participants indicated the organization's culture enhanced the establishment of thoughtful public policy and managed resources in a manner that regulated land use, protected natural resources, assured efficient health, safety, and transportation systems, and provided opportunities for commerce and community building, leisure, and recreation. In addition, participants indicated the mission and vision of the MG were directed from the top down, beginning with the mayor and city council. Although the mayor and city council set the MG's mission and vision, participants spoke with enthusiasm of the goals and their effects on the community, indicating strong buy-in on management. The study results suggest culture promoted the mission of municipal government, which was to provide a jurisdiction with local governance, public policy, resource management, and service delivery required to ensure safety and welfare and other essential services necessary for social and economic prosperity in the municipality.

The research aligned with the full range leadership theory, Denison's (1990) Organizational Culture Survey, and previous literature on the topics of organizational culture and inner-city revitalization. For instance, Wallach (1983) argued an organization's culture is the common understanding of beliefs, values, norms, and philosophies of how things work. Results indicated the culture was based on selected behaviors and could be seen through the patterns and

assumptions of the institution, which ensured safety and welfare and other essential services necessary for social and economic prosperity in the municipality (Wallach, 1983). Naranjo-Valencia et al. (2016) reported comparable findings and posited organizational culture impacts many different facets of the institution. According to the researchers, organizational leaders who desired to cultivate certain aspects of their employees and their employee's behaviors had to consider the organization's current culture and strategically work to change the organizational culture in ways that would cultivate the behavioral change desired within the institution. To strategically plan and successfully implement change strategies within the organization, culture must first be examined and manipulated, if necessary.

The current study results had several interpretations. For instance, the data obtained implied the mission and vision of providing public services and nurturing prosperity were guided by organizational culture. The findings of this research study add to the current knowledge and literature on the topic of organizational culture and revitalization outcomes within municipalities. For instance, the study findings add to the current literature regarding the topics of the culture of the governing municipality and the inner-city revitalization within a city municipality in California. The literature review revealed the literature inadequately addressed subject matter which specifically focused on the culture of the governing municipality and inner-city revitalization within a city municipality. In the subsequent section, a discussion of the results on the second theme is presented.

Theme 2: Culture Is Focused on Customer Service, Change, and Growth.

Participants in this theme indicated the MG's culture was centered on providing high customer service to constituents. Participants further indicated the MG's culture was change and growth oriented, and the change and growth were achieved through the fostering of teamwork

within the MG. All three participants described customer service as being the center around which all other priorities in the MG's culture were organized. According to participants, customer service was promoted through clear expectations for employees to follow in dealing with constituents and providing high-quality public services. Customer service was further endorsed by orienting the MG's culture toward growth and positive change.

Further, growth was also promoted through the fostering within the MG of teamwork and employee empowerment. Teamwork was encouraged through organizational messaging that included explicit and implicit teamwork expectations. Employee empowerment was promoted by resourcing and nurturing employee growth through professional development opportunities and leadership validation.

The current study results concur with previous literature. For example, Lopez et al. (2019) found organizational culture was one of the critical components of knowledge transfer within an institution. The stronger the organizational culture, the better developed processes for knowledge transfer are within an institution (e.g., customer service). For institutions to improve their knowledge transfer methods, they must attend to their organizational culture and leadership style (Lopez et al., 2019). Similarly, Marr (2016) stated different social contexts impacted an institution's productivity and processes within an organizational culture. For example, micro-level processes result from the organizational culture relating to macro-level forces within the institution. Organizational culture affects the institution internally, but it also dictates how it operates within the community and interacts with other institutions and its customers (Marr, 2016). The interpretation of these results showed organizational culture promoted customer services, growth, and change in the municipality.

Theme 3: Culture Impacts Include Increased Public Safety, Employment, and Property Values. All three participants indicated the culture of the MG increased public safety, employment, and property values in the municipality. Public safety was increased by reducing the crime rate due to the MG's cultural focus on all aspects of public safety and welfare. Participants perceived falling crime rates, falling unemployment rates, and rising property values with the culture of the MG. Salient cultural features included focusing on customer service, public safety, and new business opportunities. The emphasis on customer service resulted in a friendlier climate for business in the community, and in strong curb appeal of city amenities attracting businesses and contributed to rising property values. Having a clear mission and purpose defined another cultural feature associated with rising property values—the fostering of public confidence in the continuation of effective government and, therefore, in the community's future. The study results suggested the effects of culture included increased public safety, employment, and values of the property.

The current study findings were consistent with the previous empirical literature. For instance, Roth and Elrod (2015) reported sustainability consisted of finding the right people, implementing supportive structures, and rewarding behavior while ensuring alignment within the institution's mission and governance. Sustainable institutions are said to be made up of conscientious and aware people. Over time, the institution becomes sustainable through people's willingness to learn and discover new ways of operating under the current leadership through change acceptance (Simons, 2010). According to the Occupational Safety and Health Administration (2016), in valuing their employees, sustainable institutions ensure their employees' safety and health. Employees are valuable to the current institution's operations, but they are also beneficial to its future. Sustainable organizations' leaders can recognize the

importance of their employees' safety and health and create a culture with the same values.

Organizations recognizing the need for sustainability must also acknowledge the need to employ leaders whose attributes and values align with those necessary to create sustainable institutions.

This current study's results had several interpretations. For instance, the study results suggested the culture of the MG increased public safety, employment, and property values in the municipality. Public safety was increased by reducing the crime rate due to the MG's cultural focus on all aspects of public well-being and welfare. The current study results contributed to the existing literature in a variety of ways. For instance, the study findings added to the current literature regarding the impacts of culture, including increased public safety, employment, and property values. The literature review revealed the collected works inadequately addressed the factors of the culture of the governing municipality and the inner-city revitalization within a city municipality in California.

Research Study Limitations

This research study experienced several limiting factors. The limitations were derived from the study design and methodology. Each study design and methodology present their own set of limitations impacting the study (Simon & Goes, 2012). One of the limitation of studies involving interviews is that interviews are conducted among a specific group of people. Therefore, it remains uncertain if the findings can be generalized to other situations and groups (Simon & Goes, 2012). Simon and Goes (2012) pointed out that generalizability limits surveys due to time constraints. With time constraints, surveys force participants into response categories, limiting the response range. Researchers may also run into researcher bias when analyzing the data.

The limitations within this study, also arose in terms of sampling and the research framework. First, the culture present within an organization was a complex phenomenon. Within this occurrence lay how and when an organization's culture was developed. The additional questions that arise in the study of organizational culture create additional variables which may impact the outcome of this study. For example, one study conducted by Ellinas et al. (2017) showed although an organization's culture may appear to be a certain way, underlying components are found in the organization's culture that work to create that appearance. For example, Ellinas et al. (2017) study, identified a coherent culture might be apparent due to social conformity, social rank, and peer pressure influencing the performance levels. Although this study attempts to gather a broad picture of the organization's culture at government organizations, this study does not consider external factors that may contribute to the overall institution's success.

An additional limiting factor of this study was a single geographical scope or location. The research was focused on a single municipal office in one state, California, which may not permit the ability to generalize the results of the study to other regions and locations. A different limiting factor for this research was the research focused on only two variables (inner-city revitalization outcomes and organizational culture) and did not consider external factors or other internal factors that may impact either variable. Further, this research study does not consider the prior leadership in office or external factors that may impact the organization's culture or inner-city revitalization. The culture present within an organization is a complex phenomenon; no two organizations are the same due to the complexity of occurrence.

Implications for Practice

This study presented several implications. One major discovery was local government and municipalities might find the results of this study helpful in creating and implementing policies for managing municipal populations and introducing change to the organizations. Municipality employees may also find these results meaningful to their daily operations and acceptance for change in the organization. Management of organizations may also use these study findings to prepare employees for future change. Finally, security agencies may use these findings to implement safety policies in the municipality.

Future Research Recommendations

This study has several recommendations concerning the study's limitations. First, the limitations of this study were regarding single geographical scope or location. The researcher in this study had a personal connection with one participant in the study, which further speaks to the reliability and accuracy of this investigation. In addition, the research was focused on a single municipal office in one state located within the United States, California, which may inhibit the generalizability of the study findings. Because of this, the researcher advocated for future studies to be conducted using different geographical locations.

An additional limitation of the research conducted entails interviews. Interviews within this study were conducted within a specific group and did not offer a variety of thought and opinion; it remains uncertain if the findings could be generalized to other situations and groups. Therefore, the researcher recommended future studies be conducted using diverse sample sizes to generalize the study findings.

Limitations also arose in terms of sampling and the research framework. First, the culture within the organization was a complex phenomenon. Due to the COVID-19 global pandemic, the

intended data set was drastically challenged in size. The number of participants came in lower than originally hoped, due in part to the pandemic. The researcher's small sample size could not permit the study findings' generalizability. In this regard, the researcher recommended further studies be conducted using a large sample size to allow generalizing study results.

Further, this research study did not consider the prior leadership in office or external factors that may impact the organization's culture or inner-city revitalization. The researchers advanced recommendation that future studies should be conducted in consideration of external factors that may impact the culture of the organization or inner-city revitalization.

Closing Comments

The difficulty addressed in this research was a remained lack of understanding within governing institutions of the factors of the culture of municipal governments and inner-city revitalization outcomes. This lack of knowledge created a problem for urban cities and city leaders who wanted to accomplish significant change within their cities. This mixed-method research study aimed to increase knowledge and add to current literature regarding organizational culture and inner-city revitalization at the municipal government level. The study adopted Denison's (1990) Organizational Culture Survey and the full range leadership theory to explain the correlation between organizational culture and inner-city revitalization outcomes. The culture of the municipal government, which includes the principles, values, and beliefs, is the foundation of the city's management system. Regarding full range leadership theory developed by Bass and Avolio (1990) concerning Research Question 1, results of the binomial test revealed, in relation to involvement, the municipality usually made decisions at the level where there was an availability of the best information. Secondly, the city widely shared data to access the lead when needed.

Regarding consistency, the study found a strong ethical code guided the behavior of the employees and the organization. Ignoring the ethical guidelines and core values within the organization could result in trouble. In addition, it was simple to reach an agreement, even on more complex issues, and lastly, it was reasonably simple to have cohesion and coordinate projects requiring input from different parts of the institution. Concerning adaptability, the municipality conducting the city's affairs was very flexible and easy to maneuver; change within the municipality was generally met with a fair level of resistance, and various parts and components of the organization often cooperated to create change. Consequently, innovation and risk taking were encouraged and rewarded within the organizations. Lastly, regarding mission, participants' strategy led to other organizations changing how they competed in the industry.

Research Question 2 demonstrated change was taking place in the community and inner-city revitalization outcomes—indicators of success as defined by the mayor of the city—were experiencing change under the current leadership. Although factors of change were not evaluated in this study, this research captured the mean percentage of change and the amount of change from 2014 to 2019.

Regarding Research Question 3, three themes arose from the research in the qualitative component of the study. Regarding the first theme, the study results revealed the mission and vision of the MG were focused on public service to achieve multiple goals related to public welfare. Among those goals were implementing community-building actions, providing opportunities for commerce, and ensuring public safety. Regarding the second theme, study results revealed customer service was the central concern around MG culture, organizing all other priorities. Customer service procedures outlined clear expectations for employees to follow in dealing with constituents and providing a high quality of public services. Lastly, concerning

the third theme, study findings demonstrated participants perceived falling crime rates, falling unemployment rates, and rising property values with the culture of the MG. Salient cultural features included an attention to customer service, public safety, and the creation of business opportunities. The focus on customer service resulted in a friendlier climate for business in the community and a strong curb appeal to city amenities that attracted businesses and contributed to rising property values.

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APPENDIX A

IRB Approval

Pepperdine University
24255 Pacific Coast Highway
Malibu, CA 90263
TEL: 310-506-4000

NOTICE OF APPROVAL FOR HUMAN RESEARCH

Date: September 30, 2021

Protocol Investigator Name: Erin Franco

Protocol #: 21-05-1597

Project Title: A MIXED METHOD ANALYSIS OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND INNER-CITY REVITALIZATION OUTCOMES WITHIN GOVERNMENT MUNICIPALITIES

School: Graduate School of Education and Psychology

Dear Franco:

Thank you for submitting your amended exempt application to Pepperdine University's Institutional Review Board (IRB). We appreciate the work you have done on your proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. Upon review, the IRB has determined that the above entitled project meets the requirements for exemption under the federal regulations 45 CFR 46.101 that govern the protections of human subjects.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an amendment to the IRB. Since your study falls under exemption, there is no requirement for continuing IRB review of your project. Please be aware that changes to your protocol may prevent the research from qualifying for exemption from 45 CFR 46.101 and require submission of a new IRB application or other materials to the IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite the best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the IRB as soon as possible. We will ask for a complete written explanation of the event and your written response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the IRB and documenting the adverse event can be found in the *Pepperdine University Protection of Human Participants in Research: Policies and Procedures Manual* at community.pepperdine.edu/irb.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval. Should you have additional questions or require clarification of the contents of this letter, please contact the IRB Office. On behalf of the IRB, I wish you success in this scholarly pursuit.

Sincerely,

Judy Ho, IRB Chairperson

cc: Dr. Lee Kats, Vice Provost for Research and Strategic Initiatives

Mr. Brett Leach, Regulatory Affairs Specialist

APPENDIX B

Informed Consent Form

Background of the Study

This study's background comes from a scholarly examination of the research on organizational culture and inner-city revitalization. Although there is some research on organizational culture, more research that focuses specifically on the organizational culture within governing bodies at the city level needs to be conducted.

Nature of the Study

A triangulated approach and a mixed-methods design will be used in this study.

Risks and Benefits of Participation in the Study

There are no anticipated risks to participate in this study. No cash benefits will be offered. However, research on this subject matter will help inner cities experiencing high rates of poverty, crime, and lower housing rates to equip themselves to set and achieve inner-city revitalization goals.

Confidentiality

Reports coming out of this study will not share the identities of individual participants. Details that might identify participants also will not be shared. The researcher will not use your personal information for any purpose outside of this research project. The researcher will not include your name, organization name, or anything else that could identify you in the study reports. Data will be kept secure by storing electronic data in a password protected computer for the period as required by Pepperdine University, after which, the data will be destroyed.

Data Collection

The collection of the data in this research will consist of qualitative interviews with identified participants and the quantitative DOCS administration and documentation review.

APPENDIX C

Voluntary Participation

This study is voluntary. You are free to accept or turn down the invitation. No one will treat you differently if you decide not to be in the study. If you decide to be in the study now, you are free to decline or discontinue participation in the study at any time and your decision will not have any negative impact on the participant.

Contact Information

You may ask any questions you have now. Or if you have questions later, you may contact the IRB at Pepperdine University at [phone number] or email [IRB email]. I will give you a copy of this form to keep.

Your Consent

If you feel you understand the study well enough to decide about it, please indicate your consent by signing below.

Printed Name of Participant

Date of consent

Participant's Signature

Researcher's Signature



Consent Form

Title of Project: A MIXED METHOD ANALYSIS OF ORGANIZATIONAL CULTURE AND OUTCOMES OF INNER-CITY REVITALIZATION WITHIN GOVERNMENT MUNICIPALITIES

Name of Researcher and School/Faculty:

Erin Franco

Pepperdine Graduate School of Education & Psychology

1. I confirm that I have read and understand the information provided for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and that this will not affect my legal rights.

3. I understand that any personal information collected during the study will be anonymized and remain confidential

4. I agree to take part in the above study examining the relationship between organizational culture and the outcomes of inner-city revitalization

For studies involving the use of audio / video recording of interviews, focus groups etc. or where there is a possibility that verbatim quotes from participants may be used in future publications or presentations please include the following:

5. I understand that the interviews will be web recorded for the purpose of data analysis and I am happy to proceed

6. I understand that parts of our conversation may be used verbatim in future publications or presentations but that such quotes will be anonymized.

Name of Participant: JAMES T. BUTTS Date: 3/30/21 Signature: 

Name of Researcher: _____ Date: _____ Signature: _____

Note: When completed 1 copy for participant and 1 copy for researcher

APPENDIX D

CITI Online Training Certificate



Completion Date 05-May-2021
Expiration Date 04-May-2024
Record ID 24831057

This is to certify that:

Erin Franco

Has completed the following CITI Program course:

Not valid for renewal of certification
through CME.

Graduate & Professional Schools HSR

(Curriculum Group)

Graduate & Professional Schools - Psychology Division Human Subjects Training

(Course Learner Group)

1 - Basic Course

(Stage)

Under requirements set by:

Pepperdine University

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?wd8ab6022-9dd7-4438-8e3d-8a2fe84e34a7-24831057

APPENDIX E

Denison Organizational Culture Survey Authorization for Use



April 23, 2021

To whom it may concern:

Erin Franco has received permission to use Denison Consulting materials for publication and presentations with the understanding that these materials be used solely for research purposes. The details of this agreement are recorded in the Denison Consulting Terms of Use for Researchers. Denison Consulting acknowledges that any Protected Information received by it from the researcher or disclosed to it by the researcher is received in trust for the sole benefit of the researcher. Except as is necessary to fulfill its obligations under the agreement or as required by law, Denison Consulting shall not disclose any Protected Information to any third party or disclose that information for any purpose other than that for which it was provided to the researcher.

Michael Schwendeman
Director, Research and Development
Denison Consulting

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APPENDIX F

Interview Questions

1. Please introduce yourself to me, as if we just met one another.
2. Please walk me through your worldview development timeline.
3. Of the formative experiences you identified on your timeline, which would you say were the most significant?
4. What made them significant?
5. Is there something else you would like to add to your timeline that you have not already written down?
6. What are your experiences as the mayor/a public administrative at the city's municipality?
7. How would you describe the mission of the municipality in terms of strategic direction and intent?
8. How would you describe the mission of the municipality in terms of its goals and objectives?
9. How would you describe the mission of the municipality in terms of its vision?
10. How would you describe the culture of the municipality from the perspective of creating change?
11. How would you describe the culture of the municipality from the perspective of customer focus?
12. How would you describe the culture of the municipality from the perspective of organizational learning?
13. How would you comment on the culture of the municipality in the aspect of empowerment?
14. How would you comment on the culture of the municipality in the aspect of team orientation?
15. How would you comment on the culture of the municipality in the aspect of capability development?
16. Please describe the culture of the municipality from the perspective of consistency, in terms of its core values, agreement, coordination, and integration.
17. In your own words, how does the culture of the municipality impact the city's crime rate?
18. How does the culture of the municipality impact the city's unemployment rate?
19. How does the culture of the municipality impact the city's property value?
20. We have covered a lot of ground in our conversation, and I so appreciate the time you have given to this. One final question: What else do you think would be important for me to know the topic of this study?