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Creating attractive organizations for first-generation Americans

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**CREATING ATTRACTIVE ORGANIZATIONS
FOR FIRST-GENERATION AMERICANS**

**A Research Project
Presented to the Faculty of
The Graziadio Business School
Pepperdine University**

**In Partial Fulfillment
of the Requirements for the Degree
Master of Science
In
Organization Development**

**by
Joshua C Carson
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This research project, completed by

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under the guidance of the Faculty Committee and approved by its members, has been submitted to and accepted by the faculty of The Graziadio Business School in partial fulfillment of the requirements for the degree of

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Abstract

First-generation Americans (FGAs) entering the work force can help American organizations improve their performance in the marketplace and achieve their business objectives. However, the demographic faces unique challenges that make it necessary for employers to develop specific strategies that can attract them. This research study examines how American employers can attract and empower FGAs into their organizations. The study uses a qualitative research design to examine the study issue. The experiences, opinions, and views of FGAs entering the work force will be collected to determine how American employers can meet their needs and expectations and attract them to their organizations. The findings of the study will offer key insights into how American organizations can harness the capabilities and potential of FGAs to improve the performance of their organizations while enhancing their quality of work-life balance. The study is expected to determine that American employers can use corporate culture to attract this demographic to their organizations and cultivate a work environment that enhances the well-being of FGAs.

Keywords: generation, demographics, workforce, organizations, work-life balance

Table of Contents

Abstract	iii
List of Tables	vi
Chapter 1: Introduction	1
Background	1
Problem Statement	2
Research Questions	2
Research Objectives	3
Significance	3
Organization of Thesis	4
Chapter 2: Literature Review	5
Employees and Organizational Performance	5
Performance Factors	6
Millennial Preferences	7
Benefits of a Young Workforce	9
First-Generation American Challenges	11
Leveraging Corporate Culture to Attract Talent	16
What Influences Corporate Culture	18
Conclusion	21
Chapter 3: Methods	23
Research Paradigm	23
Research Design	24
Population and Sample	25
Data Collection Instrument	26
Data Collection Process	26
Data Analysis	27
Ethical Issues	28
Chapter 4: Results	29
Introduction to Themes	29
Themes from FGA Interviews	30
Themes from Manager Interviews	37
Chapter 5: Discussion	42
Implications for Practice	45

Uses in Society	46
Recommendations	47
Limitations	48
References.....	48

List of Tables

Table 1. Manager and FGA Themes.....	29
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Chapter 1: Introduction

Background

Employees play a critical role in determining the performance of organizations in the marketplace. For this reason, organizations must develop strategies that can be implemented to attract individuals that would enhance their competitive advantage and improve their performance in the business environment (Noe et al., 2017). The US continuously requires a workforce that can enable it to increase its competitive edge in a highly competitive global marketplace. With the economic rise of China, the US faces intense competition in the international market as it seeks to maintain its economic power (Ernst & Haar, 2019). The US workforce thus becomes a major resource in driving its next opportunity of growth. A major demographic that can propel the economic growth of the country are first-generation Americans (FGAs). Rivas (2018) describes FGAs as the American-born children of immigrants. A similar definition is shared by Kanzer (2019), who describes FGAs as the children of parents that emigrated into the US.

While FGAs can enter the workforce and provide unique human resources, various challenges hinder their entry into employment. According to Mordechay and Orfield (2017), FGAs are affected by class and race inequalities in learning opportunities within the American society. These challenges hinder and sometimes fully prevent them from developing essential skills and competencies required in the job market. Additionally, diversity in the workplace can hinder their ability to deliver within a team effectively. Saechao et al. (2012) argues that diversity in the workplace can be a source of stress for FGAs in employment. Stressors can hinder the ability of employees to use their skills and competencies to drive the performance of their organizations in the

marketplace (Ilmakunnas & Ilmakunnas, 2011). There is a need to provide FGAs with a work environment that knows how to leverage and embrace diversity. Crampton and Hodge (2009) argue that most FGAs entering the workforce belong to the millennial generation. Bannon et al. (2011) suggest that there is a need to understand the needs and preferences of millennials in the workplace to ensure productivity. American employers looking to attract FGAs to their organizations should propose a culture and environment that would appeal to their needs.

These complexities, if unmet, can negatively impact of FGAs in the workplace and limit their productivity (Liao et al., 2009). Moreover, research indicates that American employers must consider culture and environment to attract FGAs to their organizations (Liao et al., 2009).

Problem Statement

American organizations operate in a highly competitive environment due to both local and international competition. Organizations can leverage their human assets to gain a competitive edge in the business environment and attain performance objectives (Noe et al., 2017). However, employees within this demographic face two key challenges that can discourage them from working with various organizations. FGAs are faced with the challenge of the achievement gap. At the same time, they face diversity and work-life balance challenges within the work environment (Abrego, 2011). This paper examines how American employers can address these two key issues to attract FGAs to their organizations and leverage them as a source of competitive advantage.

Research Questions

The primary research question for the current study is as follows:

- Do FGAs find it challenging to enter the American workforce due to their background?

The secondary research questions seek to discover different strategies that American organizations can implement to portray themselves as ideal employers for FGAs. These secondary research questions are:

- Can American employers address the achievement gap experienced by FGAs and attract this demographic to their organizations?
- Does workplace diversity attract FGAs to an organization?

Research Objectives

- To determine to what extent, if any, FGAs might provide their organizations with competitive advantages in the marketplace.
- To find out whether the promise of training and development can attract FGAs to an organization in Southern California.
- To determine whether tolerance to diversity and conditions that enhance work-life balance would impact the FGAs in attracting them to organizations that make these considerations.

Significance

The findings of the study could be helpful to American employers to attract FGAs to their organizations. The findings of the study can also be applied by policymakers to improve the transition of FGAs from the classroom into the workplace. The US government can develop policies that reduce the achievement gap and ensure that FGAs can compete in the labor market effectively. Lastly, the findings of the study can be used

by scholars to conduct further research on how American employers can enhance the productivity of FGAs in the workplace.

Organization of Thesis

The thesis will have five key sections. Chapter 1 was the introduction that offered background information on the key topics. Chapter 2 is the literature review that examines the current state of research relating to the topic. Chapter 3 is the research methodology and Chapter 4 is data analysis. Chapter 5 will serve as the discussion of the study findings and recommendations of the study.

Chapter 2: Literature Review

The literature review chapter examines the current state of research concerning FGAs and the labor market. The purpose of the literature review is to identify key theories and concepts relating to the research topic. The theories and concepts identified will add to the current study as it seeks to establish how American employers can attract FGAs to their organizations.

Employees and Organizational Performance

Employees are key stakeholders of organizations. There is a need to examine how they impact the performance of firms. According to Noe et al. (2017), employees drive the performance of organizations in the marketplace through productivity. Similar claims are made by Macey et al. (2011), who argues that employees, through productivity, enable firms to achieve their objectives in the business environment. Kumar and Pansari (2016) suggest that employees can enhance the performance of organizations, especially when they are highly engaged in their work. These findings highlight the important role that workers play in their organizations. Without human resources, many organizations would not be able to achieve their goals because employees drive production and ensure that organizations can meet the needs and expectations of their customers. Urbancova (2013), on the other hand, argues that one of the most important means through which employees enhance the performance of firms in the marketplace is innovation. Urbancova (2013) argues that in a market defined by ever-changing consumer preferences and intense rivalry, employees provide organizations with unique competitive advantages through innovation. Herrera (2015) makes a similar argument by suggesting that innovation is the most important way through which employees enable modern

organizations to compete in the marketplace successfully. Organizations must then hire employees that can drive innovation and improve the performance of the firm.

Performance Factors

While employees can provide organizations with a competitive edge in the market, this depends on various factors. According to Liao et al. (2009), the ability of employees to deliver in the business environment is mainly dependent on psychological factors. Liao et al. (2009) suggest that perceived organizational support and psychological empowerment enable employees to perform at the highest level and improve their success. Employees that perceive the organizations as being supportive of their engagement in the work environment are likely to perform better than workers that believe that they are not receiving enough support from the organization. A similar claim is made by Anitha (2014), who argues that the work environment plays a pivotal role in determining the performance of employees within an organization. The condition of the work environment should enhance the psychological well-being of employees to improve their productivity. These assertions are in line with the claims made by Saechao et al. (2012), who states that effective management of workplace diversity can create a work environment that enhances the well-being of employees and improves their productivity. Employers may want to consider work environments that support the performance of employees and the success of the firm. Dugguh and Dennis (2014) lay out psychological factors as key determinants of employee performance. They claim that the work environment influences how employees perform within an organization. Their findings indicate that employers should put in place strategies that enhance the psychological well-being of employees, leading to improved performance. Chandrasekar (2011)

identifies the work environment as an important factor that influences employee performance. Chandrasekar (2011) argues that the work environment impacts the engagement, morale, and productivity of employees. These impacts can either be positive or negative, depending on the environment. Chandrasekar (2011) further suggests that in major industries, the work environment tends to be unhealthy and unsafe which negatively impacts the well-being of workers and their productivity.

These studies indicate that employees will tend to work for organizations that have created a work environment that supports their psychological well-being. American employers can leverage this knowledge as a key resource that can be used to attract employees to their organizations.

Millennial Preferences

Many people entering the modern workforce are millennials. American employers must focus on creating work environments and conditions that appeal to the needs and preferences of this demographic (Espinoza, 2016).

One of the key considerations that millennials make when joining organizations is that they will be treated as valued members (Espinoza, 2016). According to Myers and Sadaghiani (2010), millennials prefer organizational leaders that value their contributions to the group and who engage them openly and communicate frequently and effectively. An organizational culture that promotes a comfortable work environment that seeks to increase engagement becomes an important factor that millennials in the business environment (Liyanage & Gamage, 2017). Such a culture enables employees to make important contributions to the organization and drive their performance. Chou (2012) makes a similar claim by suggesting that millennials like to feel valued within the

workplace. Andert (2011) argues that millennials feel more valued when working under charismatic leaders than authoritative managers because charismatic leaders value the opinions of these workers, engage in open communication to listen to their ideas, and communicate team goals and objectives. Schullery (2013) claims that millennials often seek work that is meaningful to them, a factor that has made older generations to perceive them as entitled. However, this generation is driven more by intrinsic motivation than extrinsic. When organizations cannot provide work conditions that allow millennials to engage in work that they consider meaningful, they are unlikely to attract the best talents from this important group. Essentially, millennials do not want to be viewed merely as resources that organizations employ to generate profits. They want to actively take part in decision making within the firm (Liyanage & Gamage, 2017).

According to Smith (2010), millennials consider work-life balance as a key issue in employment more than previous generations. Smith (2010) suggests that if employers are to compete effectively in the labor market for employees, they will have to consider the work-life balance needs of employees and especially those that belong to the millennial generation. Smith (2010) argues that the Motivational Needs Theory by McClelland and the hierarchy of needs theory by Maslow offer insights into why work-life balance is a critical need for most millennials. The quality of work of an individual, productivity and performance in the workplace, and job satisfaction are outputs of a healthy work-life balance. For these reasons, employers should consider bolstering their work-life balance initiatives to retain talent (Maxwell, n.d). Ehrhart et al. (2012) also make similar claims by suggesting that work-life balance should be a key consideration for employers looking to attract millennials to their organizations. They

propose that when controlled for other characteristics of the firm, work-life balance is a major determinant of whether millennials will want to work for an organization.

Additionally, Ehrhart et al. (2012) argue that firms must adapt to the younger generation because they are increasingly becoming a major component of the labor market and the workforce. Gilley et al. (2015) determined that work-life balance influences millennials' employer choice. They found that employee work-life balance expectations can be realized or diminished depending on the support provided by managers. Hershatter and Epstein (2010) emphasize the importance of work-life balance to millennials by arguing that while older generations consider work-life balance to be important, millennials have the confidence to demand it. Levenson (2010) supports the claim that millennials value work-life balance more than a salary alone, suggesting that the perceived "choosiness" of millennials exists only because older generations do not value work-life balance more than compensation.

Benefits of a Young Workforce

One of the key benefits that millennials offer to organizations is creativity and innovation. According to Jerome et al. (2014), millennials are highly creative and innovative which allows them to drive creativity and innovation within firms. Singh (2013) makes a similar claim by suggesting that millennials tend to think differently, and their interactions with other generations within the workplace can lead to higher creativity and innovation within an organization. In a business environment characterized by intense competition and ever-changing consumer needs and preferences, creativity and innovation have become crucial elements in the development of successful businesses and their strategies. As competition in the marketplace intensifies, many organizations

tend to look toward cost leadership to attract customers that are sensitive to prices (Thompson, 2014). Creativity and innovation can function as the best strategies to compete in such a business environment (Parkman et al., 2012). The three-tiered methodology of assessment (i.e., entrepreneurial orientation, innovation capacity, firm performance) exemplifies this well. Offering unique products and services can enhance the competitive edge of an organization and improve its performance in the marketplace. Furthermore, creativity and innovation also drive the performance of a firm by ensuring that the business can meet the changing needs and preferences of consumers. Through creativity and innovation, these FGA millennials can enable organizations to adapt to a changing business environment and achieve their objectives. Bolton et al. (2009) concludes that younger employees value fun and creativity in the workplace. They also tend to prefer personal initiative, something that makes them significantly creative in the workplace. FGAs can, therefore, drive creativity and innovation within the business environment to enhance the performance of firms in the marketplace.

Millennials are technologically savvy and can use their skills and competencies to support the use of technology in an organization (Hershatter & Epstein, 2010). Since many FGAs entering the labor market are millennials, American employers can benefit from their technology skills to enhance business performance. Technology is increasingly becoming a crucial factor that influences the performance of organizations. Business technology enhances operational efficiency and improves customer service (Hershatter & Epstein, 2010). Business organizations can use new technology such as social media to identify consumers' needs to develop products and services that meet these needs and expectations. Crampton and Hodge (2009) suggest that most young employees regularly

use technology such as computers and can support the use of technology within contemporary organizations.

Young employees can also help organizations develop business strategies that enhance sustainability due to their altruistic ideologies. Altruism is a common millennial characteristic, according to Myers and Sadaghiani (2010). Organizations that pay attention to sustainability needs in the business environment are likely to outperform those whose only concern is profit alone (Hill & Lee, 2012). Altruistic employees can support organizations in the development of sustainability strategies to enhance their competitive advantage in the marketplace (Myers & Sadaghiani, 2010).

First-Generation American Challenges

While FGAs can enter employment and enhance the performance of American organizations, they face a wide range of challenges that hinder them from securing suitable jobs that match their expectations, talents, and competencies.

A major challenge that most FGAs face is the achievement gap that exists between the white population and the racial minority (Jencks, 1998). The US is one of the many countries in the world with a high achievement gap between its white population and the minority (Boykin & Noguera, 2013). According to Stephens et al. (2014), the social-class achievement gap has limited the ability of FGAs to effectively compete for high-paying jobs. This suggests that FGAs begin at a social disadvantage and their potential to attain degrees that increase their competitive edge in the labor market are limited. Stephens et al. (2014) also claim that FGAs experience class discrimination in the labor market, a factor that hinders them from securing employments that meet their needs and expectations. Stephens et al. (2012) conclude that FGAs experience

achievement gap that make them below par economically and academically compared to the white population whose parents were born and raised in the US. Reardon and Galindo (2009) attribute the achievement gap to the American school system that does not support the academic success of the children of immigrants. This system places many FGAs without the skills and or education that are demanded in the job market. Reardon and Galindo (2009) state that the achievement gap is even more pronounced among FGAs whose parents have sought to maintain their native culture by ensuring that their children first learn their native languages. This parental approach leads to the categorization of FGAs in the school system as second language learners. In some cases, they can be designated as special needs students, a classification that carries a heavy burden on their academic performance. However, Crosnoe and Turley (2011) conclude that FGAs tend to outperform their peers in school. They refer to this phenomenon as the immigrant paradox because it occurs despite most immigrant families having significantly higher disadvantages regarding social and economic opportunities. While this may seem to indicate that FGAs are unlikely to experience achievement gap, Crosnoe and Turley (2011) show that FGAs are more likely to experience an achievement gap. They show that the immigrant paradox only occurs when factors such as family support and economic success are controlled for. Since the very study acknowledges the social and economic disadvantage of immigrant families. Warikoo and Carter (2009) argue that ethnic and racial challenges play a significant role in the existence of the achievement gap in the American society.

While organizations can harness diversity to enhance creativity and innovation within the workplace, poor management of diversity can lead to conflict and

misunderstanding in the workplace (Bassett-Jones, 2005). A workplace that is not tolerant to diversity can also limit the ability of FGAs to experience psychological well-being in the work environment (Akerlof & Kranton, 2011). Many FGAs entering the workforce belong to the millennial generation and, therefore, well-being factors are important when selecting an employer. Organizations that promise them a work environment that is tolerant to diversity are likely to attract the best talents among FGAs. Cultural diversity is a major challenge for the demographic as they seek to enter the American workforce (Bassett-Jones, 2005).

Abrego (2011) claims that the feeling of being lesser individuals is driven by the stigma that people with immigrant backgrounds experience more scrutiny in American society. Hill and Torres (2010) make similar claims by suggesting that the children of immigrants experience social and cultural challenges when negotiating the American dream. Due to the perceived hostility towards immigrants, many FGAs fail to pursue their dreams because they already believe that they are living in a society that is skewed against them. The demographic must overcome fear and stigma to apply to jobs that can fully utilize their potential.

According to Sinacore and Lerner (2013), first-generation individuals tend to consider themselves outsiders despite legally being citizens in a country. Such perceptions could make it difficult for them to socially integrate with others within an environment. Also, though social integration in school is useful for FGAs, it is not mandatory. Foner (2012) suggests that the ability of FGAs to achieve social integration objectives is further determined by how their parents view American culture. Parents that have an open mind and are tolerant towards cultural diversity raise FGAs that will find it

easier to socially integrate with other Americans in the workplace. However, parents that are not tolerant or open to other cultures raise children that find it difficult to socially integrate with others. Suárez-Orozco et al. (2009) argue that relationships are important when people work within a team and especially when they are from different backgrounds. FGAs must focus on becoming team players, and this can only be achieved when they can socially integrate with others in the workplace. For employers, this is a major opportunity given the importance of collaboration in the workplace. While organizations can create work environments that support and are tolerant to diversity, the upbringing of FGAs can utilize their ability to socially integrate with others in the workplace in a manner that impacts positively on collaboration (Toppelberg, 2010). These findings raise questions on how employers can support FGAs in the workplace to achieve social integration. They also imply that organizations should put in place mechanisms that utilize the ability of FGAs to work effectively with people from different cultural backgrounds.

FGAs also face the challenge of racism both from customers and employers. While America is a racially diverse country, the social challenge of racism has continued to persist for years. Hegewisch et al. (2011) argue that race discrimination is a real and major issue that racially different employees face in the labor market and the workplace. FGAs can be subjected to racial discrimination by their employers and work colleagues. Triana et al. (2010) make similar claims by arguing that racial discrimination is a key issue in employment. In the US, employees can be discriminated against regarding promotion and compensation due to their race and ethnicity. Oh and Lewis (2011) explain that minorities face pay discrimination in the workplace, a factor that limits their

ability to achieve economic success. Such discrimination also has a negative impact in the psychological well-being of minority workers. Those discriminated against due to their race will lack job satisfaction and may always be looking for better opportunities in the job market. Sayce et al. (2012) suggest that racially motivated discrimination in employment leads to the exclusion of some labor laws for minority workers. These findings suggest that FGAs can be hindered from enjoying protection under certain labor laws by their employers with the intent of exploitation. Minority employees are likely to be concerned about how their employers would treat them when seeking employment. Milkman et al. (2015) claim that racial discrimination by employers often begins at the point of recruitment when selection criteria are established differently for different categories of employees based on their background and race. Milkman et al. (2015) established that there is a need for racial minority individuals in the labor market to examine the recruitment process of organizations. Hirsh and Lyons (2010), on the other hand, argue that racial discrimination in the workplace is not only limited to pay but promotion and leadership opportunities as well. Hirsh and Lyons (2010) suggest that even in organizations where the racial minority constitute the largest portion of the workforce, they can still be overlooked regarding leadership positions. Such incidents lower the morale and job satisfaction of racial minority workers, especially when promotion is not awarded on merit.

FGAs can face racial discrimination from customers. According to Kern and Grandey (2009), customer behavior can be motivated by race and racial identity. FGAs can be subjected to racial abuse and hostility from customers because of their racial identity. Kern and Grandey (2009) suggest that customer abrasiveness causes a

significant amount of stress to employees and impacts negatively on their well-being. FGAs working for employers that do not protect them from this behavior are likely to experience a stressful work environment. Many employers tend to side with customers when they harass employees or create scenes. However, according to Rafaeli et al. (2012), service employees that are subjected to verbal abuse experienced reduced attention to the needs of customers, an issue that can further lower the quality of services provided to customers. Rafaeli et al. (2012) suggest that organizations should work towards ensuring that employees provide the best services to customers but under conditions that do not impact negatively on the psychological well-being of the said employees. Due to the existence of racism in the US, FGA employees are likely to find it even more challenging to deal with hostilities from uncivilized customers. Without the employer's protection, such employees would often be exposed to stressors on the job.

Leveraging Corporate Culture to Attract Talent

The challenges experienced by FGAs in the workplace point to the importance of culture when seeking to attract employees to an organization. Corporate culture refers to the values and beliefs of an organization that influence how the members of the organization behave and make meaning. An organization's culture can be leveraged to attract the desired employees to the firm by positioning it as a key resource used to enhance the well-being of the employees (Linnenluecke & Griffiths, 2010). Some organizations have sought to market their corporate culture to gain a competitive advantage in the marketplace. For instance, organizations can market their corporate culture as socially responsible to attract consumers that consider the practices of an organization and the impact on societal well-being. In the same manner, organizations

have used their corporate culture to attract employees that can help them gain a competitive advantage (Markos & Sridevi, 2010). When marketing organizational culture as a key reason why potential employees should join, organizations often try to link their culture with the needs and expectations of potential talent. In the modern business environment, a corporate culture that enhances the well-being of workers by ensuring a work-life balance can attract millennials to an organization (Tseng, 2010). Millennials consider well-being a crucial need when joining organizations. A culture that enhances the well-being of workers and reduces job stressors can help an organization attract younger employees into its workforce (Markos & Sridevi, 2010). Moreover, a firm with a corporate culture that ensures equality in the workplace can attract minorities that are often subjected to racial discrimination in employment. FGAs are at a great risk of being discriminated against at the workplace because of their racial identity. They can be overlooked for promotion within an organization not because they lack the ability to perform in these leadership positions but because disadvantages they battle against. Employers with a corporate culture that guarantees equality in the workplace could then attract employees that are usually subjected to discrimination. However, employers with a corporate culture that sustains discrimination would find it difficult to attract employees who value equality and seek a workplace environment that would not negatively impact their well-being.

Corporate culture can be used to attract millennials to an organization if it enables employees to work in an environment that supports creativity and innovation (Tseng, 2010). Organizations seeking to attract FGAs would have to consider how the organizational culture would support the creativity and collaboration needs of this

demographic. Employees that value creativity and collaboration will choose to work with organizations with a culture that guarantees these needs.

Corporate culture is an important factor to consider when aiming to attract young employees to work for an organization. FGAs are likely to consider corporate culture to be an important consideration when making employment decisions because they face more complex challenges than Americans that are not categorized as racial minorities. American employers looking to attract this demographic would have to consider how to create an organizational culture that attracts those employees.

What Influences Corporate Culture

Given the importance of corporate culture in attracting employees to an organization, it is important to examine the current state of factors that influence corporate culture. This section will provide insights into how American employers can develop corporate cultures that enable them to attract the best employees available in the labor market, including FGAs.

Business organizations do not operate in a vacuum. Their activities are influenced by both internal and external factors. One of the key external factors that influence the development of corporate culture is the legal environment. American organizations operate within a free-market economy that is still regulated by state and federal laws and regulations. Labor laws can influence organizations to develop corporate cultures that enhance the well-being of minority employees (Markos & Sridevi, 2010). For instance, laws that seek to ensure equality in the workplace influence firms to adopt practices that mitigate discrimination within the work environment. The consequences of violating these laws would negatively impact the bottom line of an organization more so when it is

fined for engaging in illegal practices regarding race, identity, and discrimination. Furthermore, the reputational damage that an organization would suffer when it is exposed for engaging in racial discrimination can have adverse impacts on the organizations future business.

Organizations compete for talented employees in the labor market with similar firms. A young employee can have employment offers from various organizations, all promising better employment benefits or cultures. However, the challenge of using salary and employment benefits as incentives to attract potential employees is that every other firm can do the same (Tseng, 2010). Employers that use organizational culture to attract employees can gain a competitive advantage in the labor market because the culture of an organization is a resource that is unique to it. Other organizations would find it difficult to replicate the culture of a rival firm because corporate culture is something that develops over time. Additionally, it is determined by factors such as the leadership and the workforce makeup of an organization. The need to outperform rivals in the labor market is a major factor that influences the corporate culture of organizations regarding attracting young employees to their teams.

The corporate culture of organizations is influenced by changing consumer needs and preferences. Consumers are increasingly becoming more concerned about how the practices of organizations impact societal well-being (Berry et al., 2010). American organizations such as Walmart have come under attack for poor pay and lack of gender equality in their pay structure. The heightened attention to how these organizations treat their employees shows that they must create conditions that enhance the well-being of their workers. The negative coverage in the media of the employment practices of

organizations damage their reputation in the marketplace and may push them towards their rivals. Consumers that believe that organizations should engage in socially responsible practices will not make purchases from organizations that do not outwardly display those actions. Corporate social responsibility can provide a competitive advantage to firms in a marketplace. The development of a corporate culture that values social responsibility can be necessitated by consumer needs and preferences (Hickman & Silva, 2018). Moreover, potential employees are unlikely to seek employment from an employer that has been shown to have little value for the well-being of employees. In the age of social media, it has become even more important for employers to safeguard their reputation because bad employment practices can be relayed easily to the public. Social media has provided a platform for individuals to share information with a wider audience in a way that was not possible when people largely depended on traditional media.

Internal factors within an organization influence corporate culture. One of the key issues that influence corporate culture within an organization is leadership (Altındağ & Köseadağı, 2015). If the leadership of an organization believes in equality and the well-being of employees, the organization is likely to have a corporate culture that attracts young employees. Altruistic leaders tend to value the well-being of employees even as they pursue profit goals. However, leaders that are only focused on profit are likely to disregard the well-being of employees. The values and beliefs of the leaders of an organization significantly influence the cultures of corporations (Berry et al., 2010). Shareholders and the board of directors can positively influence the corporate culture of organizations when the board is composed of individuals that value corporate social responsibility and who believe that profits should be pursued in a sustainable way. These

findings indicate that the leadership composition of an organization and especially at the top determine how effectively an organization implements policies and strategies that enhance the well-being of employees. From a strategic viewpoint, the creation of a corporate culture that enhances the well-being of employees must be driven from the very top. Middle level managers and other employees will take on similar practices when the top leaders of the organization demonstrate that they value practices that ensure the well-being of their staff (Altındağ & Köseadağı, 2015). At the same time, management must only bring in employees with values and belief systems that support the corporate culture. Hiring people with characteristics that match the culture of an organization could entrench an organizational culture that enhances the well-being of employees.

Conclusion

These important concepts and theories concerning how American employers can attract FGAs to their organizations are vital. I believe it shows that there is an association between what the workforce of an organization consists of and competitive advantage. Employees can be leveraged as a source of sustainable competitive advantage in the market. Through high productivity and innovation, the employees of a firm can enable the organization to outperform its rivals in the market and achieve its objectives. A key issue that emerges from the literature is that workplace conditions that enhance the well-being of employees significantly improves their performance. However, conditions that cause stress and impact negatively on the well-being of employees limit their performance and result in the lack of job satisfaction.

The research also shows that many of the people entering the modern workforce are millennials. For this reason, American employers must focus on creating work

environments and conditions that appeal to the needs and preferences of millennials to attract top talent. FGAs entering the workforce are more likely to focus on workplace conditions than just salary, because most millennials consider this to be a key requirement for agreeing to work at an organization. The review further shows that young employees offer various benefits to organizations. By attracting young FGAs to their organizations, American employers can position their businesses to compete more effectively in today's business environment.

The literature review also identified several challenges faced by FGAs as they seek to enter the labor market. They face cultural challenges, especially when the work environment is not tolerant to diversity. The demographic also experiences fear and stigma because of their immigrant backgrounds. The likelihood of FGAs experiencing racism from employers, colleagues, and customers is comparatively high. The challenge presented by racism is so destructive that it can impact the mental health of an individual and potentially hinder career growth, amongst other consequences. Also, an organization's corporate culture can be leveraged to attract the desired employees by positioning it as a resource used to enhance the well-being of the stakeholders of the organization. Finally, the literature review determines that various factors influence the corporate culture of potential employers, both internal and external.

Chapter 3: Methods

This chapter provides the methodology that was used to gather and analyze data. It covers the research paradigm, design, population and sampling method, data collection instruments, process, and analysis technique. Finally, this chapter highlights the ethical concerns encountered during the entire data collection and analysis process.

Research Paradigm

The study was based on an interpretivist paradigm (Willis, 2007) in which realities are viewed subjectively in relationship to their environments. By interviewing FGAs and organizational managers, I sought to better understand the factors that can foster organizational attractiveness to FGAs. According to Thanh and Thanh (2015), interpretivism assumes that reality in the external world can be understood from people's subjective experiences. Goldkuhl (2012) further argued that, unlike the foundationalism approach, there are no "correct" or "incorrect" models in the interpretivism paradigm but should be judged based on how they interest those involved. Therefore, the present study derived its constructs from the in-depth examination of the challenges facing FGAs in the workplace. Hair (2015) illustrated that the interpretivism approach assumes that meanings and knowledge are subject to interpretations. Therefore, objective knowledge that does not depend on human reasoning and existence is non-existent. According to Zikmund et al. (2013), the interpretivism paradigm assumes that the only means to accessing and understanding reality is first to comprehend the social constructs such as shared meanings, language, and consciousness. Thus, the present study assumed that through understanding the different social constructs in the workplace, it is easier to understand how organizations can establish a working environment that attracts,

empowers, and sustains FGAs. The interpretivist approach requires researchers to use specific data collection instruments, such as interviews and observations, which depend on the personal relationship between the researchers and the population under study.

Research Design

The study used a qualitative research design. According to Zikmund et al. (2013), a qualitative design describes a scientific approach that allows researchers to gain an interpretive and descriptive understanding of a social and cultural phenomenon. This method was used because it could help in understanding the challenges facing FGAs in the workplace, factors that can be classified as both social and cultural phenomenon. Pietkiewicz and Smith (2014) further argued that qualitative designs are an inductive approach that allows researchers to categorize and identify patterns in the data to derive meanings from the data. The allows researchers to examine different variables within their natural settings where they are found. The design allows researchers to use open-ended questions, which makes the interviewer an essential part of the process.

Although there are different types of qualitative designs, this study was based on the phenomenology approach. According to Alase (2017), qualitative phenomenology is an approach that examines and describes things as they exist as an important component of the world where they are living. Phenomena may consist of situations, events, experiences, or even concepts. In this, the phenomenon under study was the workplace situations that affect the experiences of the FGA workforce and how they are either attracted or unattached to organizations. Phenomenology assumes that people are surrounded by phenomena, which in turn influences their situations and experiences.

Population and Sample

Data was obtained from selected managers and first-generation employees in 25 for-profit organizations. The managers were chosen for data collection because they can provide recommendations on the measures that organizations can take to improve, attract, empower, and sustain first-generation employees. The FGA were targeted because they could provide experiences on whether the measures taken by the organization are effective at attracting them or not. Therefore, the FGA was vital in measuring the effectiveness of the considerations given by managers.

A snowball sampling technique was used in the present study. According to Handcock and Gile (2011), a snowball sampling method describes a technique in which existing subjects are used to refer other respondents with similar characteristics. Usually, the subjects under investigation are small but contain specific characteristics that can enable the researcher to answer the research questions. In this study, the targeted population had to meet certain characteristics that, in turn, necessitated the use of snowball sampling technique. First, the population had to be FGA. The feature was specifically important because it ensured that the recruited respondents could provide relevant experiences and that the findings did not deviate from expectations. Second, the population had to consist of managers who could provide accurate information on the measures their organizations took to be conducive for FGA workers. Therefore, the technique ensured that only relevant data to the research aims and objectives were collected and analyzed, enhancing the reliability and validity of the findings from the study. A sample size of 25 participants consisted of four managers and 21 FGAs.

Data Collection Instrument

In-depth interviews were the primary data collection instrument in the study. In the current study, I was limited to phone interviews due to the COVID-19 restrictions. According to Stuckey (2013), interviewing respondents through the phone could be prone to data loss. To avoid this, I ensured that all conversations were recorded so that references could be easily made during the transcription and analysis stages.

One of the advantages of interviews is that they provide opportunities to ask follow-up questions to clarify areas that were not properly understood and, as such, richer and more meaningful attitudes, motivations, and perceptions of the respondents can be obtained. Additionally, interviews were important because I could identify changes in tone of the participants. This was used to gain a deeper comprehension of how the workplace policies and setup can help to attract and retain the FGA workforce.

Data Collection Process

Data were obtained from participants across several organizations and industries. A total of 25 respondents provided data. Four managers were interviewed concerning their organization's specific measures to attract FGA workers, while 21 employees were interviewed on their experiences on whether their organizations implemented measures to address FGA wants or needs. After explaining the purpose of the study, the targeted population was asked if they would be willing to participate. Those who agreed were asked to provide their phone contacts and the best times when they could be interviewed. During the interview, I used notebooks and video recorders to record responses. The data were later transcribed.

Data Analysis

Thematic data analysis was used to analyze the data obtained from the study. According to Vaismoradi et al. (2013), thematic data analysis is an approach for analyzing qualitative data in the form of interview scripts and texts. The method involves closely examining the collected data so that patterns, ideas, and topics fitting within certain themes can be identified. A six-step thematic data analysis process was utilized in the present study: collecting data, coding data, generating themes, reviewing themes, defining themes, and writing themes. Each of these steps is described below.

During the first step, I conducted a familiarization process by going through and overviewing the interview scripts before they could be analyzed. The process included transcribing the audio to capture areas that were omitted during the live interview process. Shorthand codes were then created to describe the contents of the scripts. The second step involved coding the data. After I familiarized the scripts, sections of the data consisting of certain phrases and sentences were highlighted and shorthand labels were generated. After the data was coded, I looked for patterns among them to generate related themes. The theme is much broader than codes because they consist of a combination of several codes. At this point, codes that were considered vague were discarded.

At the fourth step, the identified themes were reviewed to ensure that they accurately and usefully represented the collected data. The process was accomplished by going back to the data sets, comparing the themes to identify whether anything was missed, ensuring all the data was represented, and what could be considered to make the themes work better. The next step involved naming and defining the themes. This stage

involved formulating what each theme meant and how it contributed to achieving the research objectives. The final step involved writing up the themes.

Ethical Issues

Several ethical concerns were encountered during the study. The issue of informed consent and COVID-19 restrictions were the most prominent.

Regarding informed consent, I informed the targeted population about the study's purpose, benefits, and the possible risks associated with their participation. The participants were informed they could opt-out of the data collection process if they felt uncomfortable with the process. One of the identified risks was the issue of confidentiality. All the subjects were assured that their data and personal information would not be exposed to any third party. They were provided a written consent form that outlined all the aforementioned items, which they signed, and were also asked to reiterate consent verbally before the interview began.

The second ethical issue involved the COVID-19 outbreak and associated regulations. As a result, it was unsafe to carry out face-to-face interviews because this would increase the chances of contracting the virus. The issue was solved by encouraging the targeted population to participate in phone interviews.

Chapter 4: Results

Introduction to Themes

The aim of the research was to look at experiences of FGAs in the workplace and how organizations can be made attractive to them. The results were organized into three themes: factors that attract FGAs to organizations, the role of training and development, and the role of diversity management. The four managers were designated as respondents A through D. The remaining 21 respondents were designated as respondents E through Y. Table 1 shows the themes that emerged from interviews.

Table 1

Manager and FGA Themes

Respondent	Themes	Tally
FGAs	Seeing an opportunity to be impactful	3
	Workplace Initiatives for attracting FGA and their impacts	15
	Bi-lingual ability	17
	FGA inclusivity in cultural exploration and Recruitment	14
	FGAs are motivated by their parents' struggle and the drive of bettering themselves.	17
	FGAs feel no different from other Americans	17
		17
Managers	Familiarity with the term FGA	4
	FGAs have different work ethic	3
	No Specific ways of Recruiting FGAs	3
	Something to prove	2
	Unsubstantial prototypes of attracting and developing FGAs in the workplaces	2
	FGAs' Unique Experience is Not Leveraged in Business	3

Themes from FGA Interviews

Seeing an opportunity to be impactful. This theme emerged from FGA's perspectives on factors that made them choose their current organization. There was the aspect of reciprocity of organizational impact, which respondents perceived to influence their choice of organization. This theme was supported by three respondents.

Respondent E argued that employee participation in decision-making was a critical factor in choosing an organization: "...if an organization allows my voice in when making critical decisions, then I will definitely consider it a place where I can be appreciated." Similar sentiments were asserted by Respondent F, who argued on the aspect of reciprocity of benefits:

...as an employee, I understand that I'm essential in my company's strategic direction, so my input impacts its outcomes. In the same way that I push myself to meet the company's goals, the company needs to strive to provide the benefits I deserve like salary increases, as well as improving my training opportunities. These benefits will improve my capabilities to be further impactful and increase the ability to progress into a senior leadership position.

Participants implied that for American organizations to attract FGAs, they may consider having clear policies on employee benefits, especially career paths. Employees want to work for promising organizations that can assure them of a continuous beneficial relationship based on reciprocity. In this arrangement, the organization may gain competitive talents by offering benefits that employees perceive as promising.

Respondent G emphasized meaningful clarity of work as well as clear roles by senior managers spurring their interest in working for their current organization:

...my organization does not manipulate us. I have meaningful relationships with my supervisors where they provide clarity, delegate duties using collaborative approaches, and focus on management methods that focus on engagement and quality of life; not just output.

Respondent G portrays causal reciprocity, whereby the organization understands the dynamics of working in a large organization and the potential of these work contexts to result in conflicts; the managers who clarify roles result in organizational harmony. Since the workers derive mental stability benefits from a harmonious work environment, they reciprocate these benefits by enhancing their commitment. In other words, the employees see themselves as part of the system and not as outsiders.

Workplace initiatives for attracting FGA and their impacts. This theme emerged from the FGA perspectives on initiatives aimed at addressing workplace injustices. The theme was supported by 15 respondents.

The responses showed that in many organizations where FGAs work, they lack initiatives aimed at fostering fairness and justice in the workplace. In addition, FGA participants felt that such initiatives would not impact them in any way; however, they emphasized that a guide could play a crucial role in making workplaces fair for FGA. For instance, Respondent M said:

... I think we're not interested in any recruitment policy; we just want to be given equal opportunities. We're aware that skills and abilities for particular jobs are threshold factors for job qualification; so, advocating for the recruitment of unqualified personnel just because they're FGAs is the last thing we should be doing.

This shows that FGAs were aware of organizational injustices against people perceived to come from the FGA category. They are not advocating for organizations to change their employment policies to accommodate FGAs. What they want is equality and respect based on the fundamental privileges of humanity. Consider Respondent X's response: "...who says such initiatives would positively impact us if they were there? The way the world is, we only want to be respected and perceived as equals to Native White

Americans". Respondent X depicts American organizations not as culprits of FGAs plight, but as a mechanism that can ensure equity is secured for all. The contrast between FGAs and their white American compatriots are perceived yet not addressed outright, potentially creating workplaces that are hotbeds where inequalities are perpetrated. Similarly, Respondent Q said, "There are no initiatives at the moment, but I would say that organizations finally recognize the need for equality in the distribution of power as well as promotion to senior leadership positions for FGA."

Many FGA participants felt that American organizations have not put in place any initiatives that would make their firms attractiveness to FGAs. This sparks a secondary question around further bad practices grounded on inequalities and disrespect of the FGAs being present in American workplace contexts.

Bi-lingual ability. All FGA respondents argued that organizations leverage benefits by using their ability to communicate in two languages. Since the current environment of business is dynamic, having bilingual employees helps cushion organizations from frustrations stemming from language barriers. According to Respondent G:

...I help my company in dealing with bilingual problems since I'm able to speak in Spanish as well as English. When we receive customers, who can't speak in English but speak Spanish, I help in interpreting their message to whomever needs to hear it.

Similarly, Respondent H emphasized that they take pride in their bi-lingual ability as what their current organization benefits from compared to the benefits obtained from average employees: "...yeah...I guess because I'm bi-lingual, I help the organization solve some language barrier problems, especially with vendors that we have in South America." Respondent O reiterated the cost-effectiveness of bi-lingual employees in the

workplace by saying that they come with additional language competencies besides the bare minimum requirements for recruitment:

The qualifications for recruitment, no matter what race, include personality traits, and knowledge and skill competence, which all the applicants have. If they employ white applicants only, the company will pay the same salary amount that an FGA recruit could be paid. You're essentially getting less for your money.

Respondent R stated that one of the ways FGAs contribute to the workplace is through their bilingual ability. They observed due to the increasingly global economy, organizations are better placed if they hire individuals who can communicate in other languages and that this can be achieved when the FGA workforce is employed. The respondents showed that multilingualism is specifically essential for managers who can use this capability to manage international organizations better. For example, one respondent said, "If FGAs are employed as international managers for American overseas branches, they can use their bi-lingual abilities to leverage advantages and create relationships that will drive success for their companies."

Bilingualism is a skill that leverages organizational benefits over-and-above contributions from average workers. Since employing FGAs does not attract an extra cost in terms of salaries, organizations should focus on hiring more FGAs to help them combat language problems with some of their clients. In addition, some external opportunities, such as deliberations with a foreign investor to open subsidiaries, can be mediated by FGAs if they understand the local language of that country.

FGA inclusivity in cultural exploration and recruitment. Inclusivity is pivotal to employees feeling of being part of the organization. The aspect of cultural exploration involves allowing employees to have the pride of their cultural orientation; however, the freedom should not make them perceive the culture of others or that of the organization

as inferior. When the respondents were asked about the efforts put in place by their organizations to foster inclusion as well as cultural exploration, they said there were no such efforts. 14 FGA respondents supported this theme.

Respondent H stated, "... I'm not aware of any such effort, but I can't complain." Similarly, Respondent M reinforced this perspective of feeling like an outsider in most of their company's corporate events: "...FGAs are not involved in any significant activities in the company and there aren't any efforts to change that."

The implication here is FGA employees feel that they are outsiders and not part of the system. Such a feeling can have adverse effects on FGA employees' intrinsic motivation and result in disengagement. However, as the respondents said that inclusivity no longer matters to them, it could be interpreted as an acceptance of the situation and their position in American society. On the second issue of cultural exploration, respondents said the multigenerational American cultural values are highlighted demonstratively over FGAs' cultural values, or a lack of a clear way to express their cultural pride in the workplace. Therefore, they have been compelled by circumstances to adapt to the pre-existing American culture since the workplace did not put measures in place even to encourage cultural integration. Respondent N mentioned, "...our culture is just a novelty to them, so, we can't showcase it, let alone explore it." Respondent R added, "Our culture is perceived as outdated because it links back to our backgrounds. There are so many misconceptions and misinformation about our culture." Finally, Respondent W said, "...they say our culture is family based and tribe like, and that in America you need to be more of an individual to succeed. Being part of one big happy family doesn't work well in corporate America."

On the other hand, Respondent I believed that being vocal and delivering exemplary results compared to multi-generational Americans is one loophole for achieving inclusivity, albeit only for those who showcase outstanding performances:

...for FGAs to be included in major events, activities, and decisions, they need to be outstanding performers in their areas of work. Besides, you need to be vocal and confront their assumptions. We should just say what we feel and deliver results.

Respondent I's perspective conveys the reality that, in some contexts, American organizations are led by a few FGAs whose leadership is pivotal to their firms' achievements. These exemplary FGAs show outstanding attributes by blending their leadership skills and knowledge competence. However, this position implies that FGAs must employ double efforts to show impressive performances before they can have their views and opinions matter in organizational affairs. This issue calls for bridging of the cultural gap by those corporate leaders who are interested in recruiting FGAs to achieve competitive human capital advantages. The leaders should consider workplace cultural integration as well as inclusivity, which are vital for productivity to increase. Moreover, the FGAs should not be judged from their historical, cultural background either. Instead, they should be given equal opportunities to serve based on merit. However, corporate leaders should emphasize that the individual cultures of the diverse teams should not be the final, but the rules guiding their conduct which is enforced by the leaders.

FGAs are motivated by parental struggle and bettering themselves. When asked whether their motivators were different from those of multigenerational Americans, all respondents said yes. According to them, they were motivated by the struggles of their parents and the determination to better themselves. After all, their parents went through innumerable sacrifices in American workplaces to bring them up.

Respondent J stated, "...I have always wanted to be better today than I was yesterday...yeah, that motivates me." Respondent K added on, "I have always considered how I saw my dad sacrifice for us while we were growing up and never wanted to not honor that...the memory gives me energy and a reason to aim higher." Finally, Respondent O said, "When I consider my background and my parents sacrifices, I know I have enough motivators to get me through whatever is thrown at me."

Respondents conveyed their experiences of surviving through their parents sacrifices. According to respondents, parents worked hard through the racial system to find the basic needs as well as afford their children an education. The memories of such parental sacrifices thus motivate them. Since parents sacrifice for their children to attain education, it is their pleasure to see their children eventually recruited in lucrative positions in various firms. As Respondent L reiterated, "...just telling our families that we have interviews with some of these big-name companies make them happy."

American organizations should appreciate the efforts of FGAs by communicating job vacancies to all members regardless of their backgrounds. Such communication will see FGAs securing opportunities in blue-chip companies and make their families happy as well as better their lives.

FGAs feel no different from other Americans. FGAs felt that all people are equal, which implies there is universal equality of all Americans. Since human beings are equal in all facets of life, FGAs treatment in workplaces should be the same as multigenerational Americans. The respondents argued that workplace prejudices should be abolished and a focus on creating communities where workers of all races contribute to the overall result. They argued that although their complexion or physical features may

depict them as different, they have the same capabilities that can be stretched to achieve even better results where necessary. The theme was supported by all the 17 FGA respondents. According to Respondent S, "As a specialist, I can perform all the duties tasked to me role, just like a White professional does. It's just unfortunate that prejudice surfaces and compromises the trust between me and my peers or the company as a whole." This statement conveys workplace frustrations because of racism perpetuated to FGAs. Organizations should leverage FGA talents by celebrating them. If the workplace environment is made equitable and conducive, the FGAs may feel better celebrated and part of a team ready to transform the 21st-century organizations with globalization as the key theme. Organizational cultural diversity should be encouraged as well as other corporate practices that foster learning, creativity, as well as innovation. These practices should be implemented in organizations without racial considerations. As Respondent V noted, "...equality will mean that we get the opportunity to celebrate our achievements as well as be a part of the elements that foster organizational competitiveness."

Themes from Manager Interviews

Familiarity with the term FGA. All managers expressed their familiarity with the term FGA and said they recognize this demographic. The implication here is that FGAs are spread across American organizations, serving in different capacities.

According to Respondent D, FGAs are defined by their status of birth; therefore, it is not easy to differentiate the generational differences. However, Respondent M observed that the multigenerational demographic was present in their workplaces and could be identified after working for some time with the companies. This inability to identify the FGAs at first sight sprouted from the fact that the racial minority is composed

of different multigenerational demographics: "...there are also second-generation Americans who can only be differentiated from FGAs after knowing them for a good amount of time, especially if they don't just provide you with their historical backgrounds." Further, respondent C argued that they are familiar with the term FGAs, and they have interacted with several of them in the workplace: "Over my long corporate career, I have worked with First Generation Americans, and I know quite a lot about them." Similarly, Respondent A said to have worked with people claiming to be FGAs and the experience has been incredible.

FGAs have a different work ethic. This theme surfaced when the managers were tasked to answer whether there are any discerning features of FGAs compared to other multigenerational employees. Three respondents supported this theme. According to their perspectives, FGAs are hardworking people. For example, Respondent C said, "...on average, they work harder compared to other multigenerational Americans." A similar viewpoint was held by Respondent B, who argued that FGAs meet deadlines and complete their tasks with more fidelity: "In terms of working, they show average commitment since they complete their tasks timely and in compliance with instructions."

Such viewpoints show the central role that FGAs play in the achievement of corporate goals. The achievement of corporate goals blends the leadership direction of managers as well member commitment. Therefore, organizations should find a way of identifying and leveraging FGA efforts through the reward system or informally acknowledging their crucial contributions to the organizations' success.

Respondent A reiterated that the FGAs are different in taking their tasks seriously and have few instances of conflict because they value organizational harmony: "I have

worked with them for a long time in the corporate arena, and I can say they are cooperative, determined, and real advocates of organizational peace."

Organizations thrive where the internal mechanisms, such as interactions of its members, does not result in adversarial conflicts. However, in instances where conflicts arise, corrective approaches are used. In this regard, employing FGAs affords corporations the advantage of committed staff, organizational harmony, and cooperation.

No specific ways of recruiting FGAs. Companies have specific criteria for recruitment. Key competencies sought by employers include aptitude, interpersonal skills, and problem-solving skills, among others. Whereas knowledge competence cannot deter FGAs from being recruited into highly lucrative and senior positions, racial apathy is still seen in the recruitment of many corporations. I asked respondents about specific policies encouraging the recruitment of FGAs into their workforces. According to three respondents, the managers negated the perspective that recruitment was biased based on cultural orientation. According to them, their organizations did not have specific criteria for fostering recruitment of FGAs since recruitment was based on merit, devoid of any inclination towards any cultural background considerations. For example, Respondent B mentioned, "In my company, we are an equal opportunity employer; therefore, we cannot enforce laws to employ those who have failed the minimum set qualifications."

Similar sentiments were echoed by Respondent A, who said that organizations are profit-oriented; thus, inputs must meet qualifications, not cultural imperatives:

Recruitment in my company is based on the required core competencies and we cannot compromise them because we want to recruit First Generation Americans. It's about results-orientation. We hire people who have the necessary qualifications to perform in the ever-changing business ecosystem.

Although, as Respondent D stated, there is a need that organizations recruit these individuals due to their proven hard work when serving in different organizational capacities: "Currently, we don't have any specific strategies to recruit them, but because they're hardworking, I think we should find more convenient ways to recruit them in the future." Therefore, results-oriented firms should find strategies to recruit the FGAs to bolster their performance achievement.

FGAs unique experience is not leveraged in business. The uniqueness of FGAs lies in their cultural diversity. For instance, they possess capabilities in bilingualism and can work in different settings where a firm has established its subsidiaries. However, as respondents expressed, work competence and skills are ranked above cultural diversity. For this reason, all four respondents argued that they could not leverage FGAs skills in cultural diversity if they failed to meet other criteria for recruitment. Respondent D explained, "We currently do not leverage their unique abilities because the emphasis is on whether they possess competencies rather in diverse ability."

The implication is that cultural diversity is ignored in the exploration of the different complexes of organizational behavior that can promote performance. Organizations should find ways to diversify their workforce and encourage everyone to be proud of their cultural orientation. According to Respondent C, as pivotal as culture is, integrating different cultures is hard; therefore, American organizations usually support inclination to the dominant cultural practices of the multigenerational Americans:

We don't ask that they forfeit their cultural perspectives and embrace the "White culture", but the culture that is most prevalent in our company is probably one of Americans that have been here for several generations, instead of facing different cultural conflicts from our employees.

In Respondent A's perspective, with cultural diversity, when integrated with work competency and skills, organizations can face and overcome the uncertainties prevalent in expatriate firms: "... although, I still think cultural diversity and competency are two employee skills necessary for performing in today's global economy."

Something to prove. Different things motivate employees to achieve their ends. For the FGAs, they were motivated by their determination to prove that not being multigenerational Americans did not imply that they were incompetent. Two respondents supported this theme. Respondents referenced that FGAs are new to the American context in terms of learning and professional development, but they try their best to prove their competence. For example, Respondent A explained, "They are motivated by thinking that they have to work extra hard to get recognition in the workplace." Respondent C continued, "They are motivated by trying to prove their competency in spite of the differences in their professional development guidance or opportunities."

This tendency of trying to prove their ability leaves a gap in the market where leaders can give FGAs opportunities and invest in them by adequately training and nurturing them in the domains of professional development.

Inadequate prototypes of attracting and developing FGAs in the workplace. Generally, there are limited efforts aimed at attracting, developing, and retaining FGAs. Usually, organizations locate talent and nurture them through development programs in preparation for future leadership. Two respondents supported this theme.

Organizations should consider finding mechanisms of searching for these talents as well as open opportunities for them to work in significant positions that can give them chances to learn and develop their leadership competencies.

Chapter 5: Discussion

This paper was based on the workforce challenges encountered by FGAs based on their backgrounds. Secondly, the study sought to investigate whether managerial strategies aimed at solving the achievement gap would make American organizations attractive to FGA job applicants. Additionally, the study examined how the influence of tolerance on workplace diversity can attract FGAs into American organizations. The discussion of findings and implications for practice, recommendations, and limitations are delineated below.

This study has established findings that are consistent with existing literature. In the opinion of the FGAs study participants, the challenges faced in their workplaces can sometimes be expressed as a lack of social inclusion. Many of the FGA's responses indicated that their organizations lack clear policies on attracting and retaining FGAs. As such, without taking a holistic approach, organizations may be unintentionally creating work environments with prejudices and unnecessary hurdles for FGAs to overcome. The current study's findings on recruitment challenges are consistent with Stephens et al. (2014), Reardon and Galindo (2009), and Stephens et al.'s (2012) findings on the existence of an achievement gap between FGAs and multigenerational Americans. Therefore, employers of FGAs might consider addressing the challenges of the achievement gap to potentially attract a pool of talent that will drive their strategic goals in the right direction.

FGA participants expressed that several of the organizations where they are employed do not encourage cultural diversity; thus, they do not leverage associated benefits. As pointed out by the managers' responses, currently there are limited programs

aimed at employing more FGAs, even in American headquartered companies. These people may only understand one language, making it crucial for an organization to employ workers who can communicate in different languages. The net effect is a lack of cultural competence, and organizations failing to leverage the benefits of having diverse teams to achieve social integration (Suárez-Orozco et al., 2009). As Linnenluecke and Griffiths (2010) argue, organizational culture can be used as a method for attracting and retaining employees by focusing on the well-being of the current workers. When the organization implements effective policies that foster employee well-being, most potential employees would want to be a part of such an enterprise.

The corporations in America were found not keen on considering hiring FGAs and leverage advantages from their bilingual ability. Since FGAs are equally qualified and possess an extra advantage over their multigenerational American peers, corporations should find these talents and nurture them to help in organizational achievement of goals. According to the managers' suggestions, FGAs can be recruited based on their hard work by implementing healthy business practices. These practices include avoiding racial discrimination, paying them fairly, motivating them, and championing a corporate culture that encourages FGAs employment. Consistent with this finding, Tseng (2010) encourages corporations to not only focus on salaries and employee benefits but also on corporate culture as a competitive way of retaining talents.

Lack of inclusivity in training and development was another challenge that this study established, which FGAs face in the workplace. If racial prejudice exists, it can lead to the problem of stigma and fear among the FGAs that inhibits them from feeling a part of Americans pursuing the American dream (Abrego, 2011). Further, the stigma goes

beyond curtailing the pursuit of FGAs dreams to encompass social segregation where FGAs opt-out from jobs that they feel will not be reserved for their children (Hill & Torres, 2010). Further, the racial prejudices in the workplace cause FGAs to have low-self-esteem and do not exploit their full potential. Consistent with these findings are the findings of Abrego (2011) and Hill and Torres (2010). They established that the children of immigrants could not adequately negotiate the American dream due to the cultural and social inequities they experience (Abrego, 2011; Hill & Torres, 2010).

In addition, the current study revealed that organizational culture plays a pivotal role in attracting FGAs to an organization. Since organizations need creativity and innovation as the key drivers of competitiveness in the current business space, then organizations must consider implementing inclusive and culturally diverse teams to attract that type of talent. For instance, without cultural diversity, the organizations fail to attract millennials into their firms; thus, they do not leverage the benefits of creativity and innovation achieved by having teams composed of the young generation that have tech-savvy skills (Markos & Sridevi, 2010; Tseng, 2010). Several other studies reviewed consistently mentioned the aspect of leveraging creativity and innovation from millennials, including Jerome et al. (2014) and Singh (2013). Millennials cut across all races, but their characteristics differ in the workplace. They tend to choose environments that allow them to interact across cultures (Singh (2013). Further, as Myers and Sadaghiani (2010) posited, the young generation is particularly important in achieving sustainable ambitions through their altruistic tendencies. However, without equality and diversity, these people might not consider working in racially biased organizations.

According to the managers' perspectives, there are no current strategies to enhance talent retention. This could mean that the current business practices will continue, hurting more chances of FGAs, especially the young generation, of showing interest in working in those organizations. The implication here is the possibility of increased job turnover, which will lead to inconsistent production as well as delays in achieving anticipated outcomes. Employee retention is captured by good leadership where their well-being matters in the organization, which can also push them to reciprocate the good treatment accorded to them by becoming more focused and determined in their roles (Rafaeli et al., 2012). However, when the conditions are unfavorable, they negatively affect the psychological well-being of the employees, which may further limit their intrinsic motivation in their jobs (Rafaeli et al., 2012). Therefore, a need arises for appropriate strategies to retain talents as well as attract others, especially from among the FGAs.

Implications for Practice

This study highlights the plight of FGAs in the workplace and holds implications for practice. Whereas the issues raised can be addressed by strategies such as fostering cultural diversity in the workplace, more inputs should be put in place to change the perception of managers into thinking that FGAs are essential and impactful in achieving corporate goals (Ilmakunnas & Ilmakunnas, 2011). In addition, managers should consider FGAs bilingualism when recruiting as advantageous than employing people who are proficient in only one language. The first implication for practice is that managers have a role in changing their workplace practices from those depicting racial bias to those showing inclusivity (Milkman et al., 2015). Such strategies (e.g., inclusivity in decision-

making) can also play a role in changing organizational image positively, thus attracting young professionals like technology-savvy millennials who may also be FGAs who will play a critical role in innovation and redesigning business practices through creativity.

The second implication is the need to eliminate negative attitudes against FGAs. The understanding of the principles of equality and the strengthening of labor laws on racial discrimination can enhance the feeling of inclusivity and value the commitment of FGAs (Hegewisch et al., 2011). Currently, some FGAs may feel inadequately motivated in their jobs, and this impacts their productivity negatively. Incentives such as promotion based on merit could play an essential part in changing FGA perceptions into seeing that they are accepted and beliefs respected. Further, the achievement gap issues should be addressed to enhance fairness in the distribution of resources as well as fostering positive mindsets among young FGAs who are schooling (Boykin & Noguera, 2011). If the achievement gap widens, the school-going children of FGA parents may lack the morale to unleash their academic potential because they assume employment will not reward them later. Thus, the challenges facing FGAs should be addressed as a way of harnessing human capital to achieve higher results in the changing business terrain.

Uses in Society

Society calls for peaceful co-existence of people indiscriminate of their backgrounds. People of different genders, races, tribes, ages, and other constructs that divide human beings should unite as a way of finding solutions that better humanity. Peaceful co-existence is achieved when people accept the differences among them and appreciate the special attributes that each one is endowed with (Triana et al., 2010). In this regard, people must interact and build social networks devoid of considering the

differences in their cultures, backgrounds, religions, etc. This study plays a significant role by highlighting how the different classes of people in America view each other. This paper discusses the racial lens dividing indigenous Americans and FGAs. This perception limits their interactions and dispels the possibility of building social competence among teams composed of people from diverse backgrounds. Therefore, as this study highlights the problems experienced by FGAs, relevant authorities can come up with initiatives that seek to eliminate the social bias created by cultural differences.

Inequalities in employment opportunities and lack of recruitment based on merit highlight some of the social evils that further divide these Americans (Ehrhart et al., 2012). The building of social competence should start by cultivating equality in schools, churches, and other social avenues so that they can build a society founded on equity.

Recommendations

The study's findings on the lack of proper strategies for recruiting and retaining FGAs give insights on handling this topic. First, since the FGAs are continuously looking for opportunities to be impactful, American organizations should consider the potential to achieve their goals and drive their firms to new levels of performance (Anitha, 2014). The potential is readily available since most FGAs need meaningful workplaces to showcase their abilities. Secondly, since there were no initiatives discussed that are aimed at attracting FGAs, organizations that are ready to embrace the dynamic environment with dynamic solutions should consider recruiting more FGAs into their teams (Bassett-Jones, 2005). This group of people will not only deliver what is expected of them but also offer additional benefits at fixed employment costs through their bi-lingual abilities. However, to attract this group, firms should base their internal practices on equality and

respect for the organizations to thrive through organizational harmony (Chandrasekar, 2011). In addition, firm leaders should think through the lens of globalization and leverage the unique bilingual ability of the FGAs. They can recruit them and post them to their overseas subsidiaries, or they can recruit them to deal with the dynamics of domestic operations. Moreover, the organizations should encourage cultural diversity among the various FGAs employees and multigenerational American employees to avoid workplace cultural conflicts. Instead, the members should be encouraged that cultures are diverse, but the organizational culture unites all the members.

The third recommendation is that firms should embrace open communication, whereby they convey information on available job opportunities so that all members can apply and be recruited based on merit (Myers & Sadaghiani, 2010). If the recruitment is based on merit, an organization can attract talents from broad applicants who can contribute to achieving competitive advantages to the firm. When equality runs from subjecting interviewees through the same recruitment criteria, the image of the company is perceived positively, which is essential in attracting and retaining talents.

Limitations

This study was based on primary data collected through interviews. The respondents, especially managers, might have limited the truthfulness of their responses, thus affecting the credibility and reliability of the findings. In addition, time constraints could have resulted in a limited depth of data collected.

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