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Examining Organizational Culture and Use of Technology to Further Organizational Effectiveness in Charitable Nonprofit Organizations

Abstract

Nonprofit organizations play a pivotal role within the world of business and our communities. The purpose of this study was to examine how organizational culture and use of technology align with organizational effectiveness in charitable nonprofit organizations. Most of the research completed in the nonprofit sector consists of quantitative studies. For this study, a qualitative research design was employed. This study examined the perspectives of charitable nonprofit employees at the executive, management, and staff levels in medium-sized organizations. The study used the SevenStep Road Map framework by Gostick and Elton (2012) to examine the data through a transformational leadership lens. Data collection included interviews conducted via Zoom with employees of two medium-sized charitable nonprofit organizations. Four major findings emerged from the study. First, in medium-sized nonprofit organizations, it is critical that needed resources are allocated for all aspects of internal technology. Second, leaders need to model and foster an organizational culture that is supportive of the use of technology and the necessary training for systemic adoption. Third, employees of medium-sized nonprofit organizations need to feel a sense of belonging that is cultivated by the leader. Fourth, consistent information sharing with all employees creates transparency and helps build an authentic culture. This study includes recommendations for future research and provides practice recommendations for nonprofit leaders related to the study's findings.

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Examining Organizational Culture and Use of Technology to Further Organizational
Effectiveness in Charitable Nonprofit Organizations

By

Chantz B. Miles

Submitted in partial fulfillment
of the requirements for the degree
Ed.D. in Executive Leadership

Supervised by

Dr. Marie Cianca

Committee Member

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Ralph C. Wilson, Jr. School of Education

St. John Fisher College

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Dedication

First, I would like to thank my family, without your love, happiness, and support, I would not have made it. I will never forget all of the sacrifices you made to ensure I would achieve this milestone and for the opportunity to make you proud. This road was difficult, but with the help of your strength and love, you propelled me to the finish line.

To my daughters Aniyah and Amiyah, I did this for you! I wanted you to see that you can achieve anything in life that you set out to do. I wanted you to see that it is ok to push beyond your limits, and when you let go, you are truly limitless. I also wanted to thank you both for inspiring me to do more and want more out of my life.

Next, I would like to thank my fabulous dissertation committee, Dr. Marie Cianca and Dr. Carly McCabe, for their support and commitment to me throughout this process. Honestly, if it were not for Dr. Cianca's consistent push to get me to the finish line, I would not have made it. She has been a dissertation chair, advisor, and, most importantly, a friend. I am thankful for all of her kind words, commitment, wisdom, and push to excellence. Dr. McCabe, thank you for always taking the time to place yourself in my shoes. Thank you for all of the words of inspiration and motivational emails you have provided me along the way. Thank you both for helping me achieve my dream to become Dr. Miles.

Lastly, I would like to thank Dr. Shannon Cleverley-Thompson for her guidance and direction. Thank you for constantly reminding me that this process is a marathon and

not a sprint. Thank you for taking my calls, texts, and emails when I needed help. I would also like to thank the wonderful, fabulous 14—my cohort and my right-hand team Oz. Oz, you have welcomed me to the team with open arms, and we have an unbreakable bond. You have all helped me along this journey, and I appreciate our conversations, laughter, and ability to achieve our goals despite a global pandemic. We have proved that we can make it through anything no matter what life throws at us.

Biographical Sketch

Chantz Miles is the founder and CEO of the Mpowerment Group LLC. Mr. Miles's professional experience comprises over 15 years of leadership, of which 10 years have been in executive leadership. Mr. Miles is a business owner who has owned multiple successful businesses. Mr. Miles has experience consulting with nonprofit organizations, including working for nonprofit organizations and nonprofit board guidance.

Mr. Miles received an A.S. Degree in Business Administration with a concentration in management from Monroe Community College. Mr. Miles later attended SUNY College at Buffalo, where he received two BS degrees, one in Business Administration with a concentration in management and another in Economics with a concentration in finance. While at SUNY College at Buffalo, he ran track and field, participated in nine student organizations, received the prestigious SUNY Chancellors Award, and was named a Who's Who in Colleges and Universities award recipient. Mr. Miles also holds an Executive MBA from the Rochester Institute of Technology.

Mr. Miles began the Executive Leadership Program in the summer of 2016, completing the program in 2021. Mr. Miles pursued his research on organizational culture and how the use of technology helps further organizational effectiveness in charitable nonprofit organizations. His studies were completed under the direction of Dr. Marie Cianca and Dr. Carly McCabe.

Abstract

Nonprofit organizations play a pivotal role within the world of business and our communities. The purpose of this study was to examine how organizational culture and use of technology align with organizational effectiveness in charitable nonprofit organizations. Most of the research completed in the nonprofit sector consists of quantitative studies. For this study, a qualitative research design was employed. This study examined the perspectives of charitable nonprofit employees at the executive, management, and staff levels in medium-sized organizations. The study used the Seven-Step Road Map framework by Gostick and Elton (2012) to examine the data through a transformational leadership lens. Data collection included interviews conducted via Zoom with employees of two medium-sized charitable nonprofit organizations. Four major findings emerged from the study. First, in medium-sized nonprofit organizations, it is critical that needed resources are allocated for all aspects of internal technology. Second, leaders need to model and foster an organizational culture that is supportive of the use of technology and the necessary training for systemic adoption. Third, employees of medium-sized nonprofit organizations need to feel a sense of belonging that is cultivated by the leader. Fourth, consistent information sharing with all employees creates transparency and helps build an authentic culture. This study includes recommendations for future research and provides practice recommendations for nonprofit leaders related to the study's findings.

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Chapter 1: Introduction

The nonprofit industry is comprised of many diverse organizations, including healthcare, education, public charities, advocacy agencies, professional services, churches, and labor unions. The number of nonprofit organizations operating in the United States is difficult to determine precisely due to the varying identifiers across reporting to government agencies. The Internal Revenue Service (IRS) tracks nonprofit organizations based upon gross receipts of more than \$5,000 annually, and many nonprofit organizations historically accrue less in receipts. However, it is estimated that nonprofit organizations have grown from approximately 1.41 million to 1.56 million between 2003 and 2018 (National Center for Charitable Statistics, 2019). This increase represents a 10.4% growth in nonprofit organizations and has increased the number of nonprofit organizations looking for resources. According to the U.S. Bureau of Labor Statistics (2018), nonprofit organizations in 2016 provided 12.3 million jobs or 10.2% of private-sector employment.

Nonprofit organizations provide a way for people to work together for the common good and give shape to bold dreams, big ideas, and noble causes (National Council of Nonprofits, 2020). Nonprofit organizations encompass an umbrella of well-known organizations, such as the Metropolitan Art Museum, American Civil Liberties Union Foundation, Amnesty International, Planned Parenthood Federation of America, and American Heart Association. Although these nonprofits represent the top five of the

top 100 nonprofit organizations, there are many other examples of nonprofit organizations and their work.

Nonprofit organizations range in size and in the types of services that are offered. Some types of nonprofits focus on the needs of children and young adults. For instance, due to the pairing of adult mentors called “Bigs,” and children or “Littles” at Big Brothers Big Sisters of America, 52% of Littles have said their Big has kept them from dropping out of school and helped them graduate from high school. Also, drug use is more unlikely, with 46% of Littles being less likely to use drugs (Big Brothers Big Sisters, 2019). Other nonprofits, such as Anthony Jordan Health Center in Upstate New York, have helped more than 30,000 individuals obtain quality healthcare (Anthony Jordan Health Center, 2019). The Anthony Jordan Health Center has 10 locations serving the community, but the primary community served is the inner city of Rochester, NY. Also, United Way Worldwide is engaged in more than 1,800 communities across more than 40 countries (United Way, 2019). With a focus on community, United Way has built 600 classrooms in the Philippines, trained 8,000 people in Cincinnati, Ohio, for in-demand jobs, and provided more than 50,000 mosquito nets in Uganda. Challenges in society that nonprofits address, such as poverty, domestic violence, child hunger, and drug abuse, have been significantly disregarded by government policy, resulting in an increased demand for solutions to public issues (Dees, 1998).

Nonprofit organizations play a vital role in building healthy communities by providing services that contribute to economic stability and mobility (Camper, 2016). Nonprofit organizations are a voice in the communities they serve. Nonprofits are needed

because government resources are shrinking, and as a result, nonprofits are asked to step up and do more.

As nonprofit organizations continue to grow, the number of organizations competing for resources grows. This increase in competition requires nonprofit organizations to evaluate their core processes and organizational paradigms to gain an advantage over other organizations (Lettieri et al., 2004). An additional challenge for nonprofit organizations is the requirement to achieve their social missions with limited resources (Clark, 2012).

Limited resources create a troublesome circumstance for nonprofit organizations, as they must rely heavily on their full-time employees to achieve an array of organizational goals. According to the U.S. Bureau of Labor Statistics (2018), between 2002 and 2015, there was a significant decline in people who volunteered in charitable nonprofit organizations and those who donated money annually. According to Tsega et al. (2020), the COVID-19 environment led to a 60% decline in donations, grants, and fundraising during the first year of the pandemic. Furthermore, as an early outcome of the COVID-19 pandemic in 2020, 56% of charitable nonprofit organizations reported a decline in workforce availability due to employees' need for dependent care. The lack of a workforce prevented charitable nonprofit organizations from achieving their missions and the ability to meet the demand for services.

Most nonprofit organizations have relaxed the need for strategic goals, which suggests that nonprofits may not recognize the need for a business mentality typically found in for-profit organizations (Clark, 2012). An empirical study by Thach and Thompson (2007) suggested that the lack of a conventional bottom line is the reason

nonprofit organizations require executives that can manage relationships and strategically deliver on the broader mission. Therefore, nonprofit organizations will require business-savvy leaders to be sustainable in the coming years.

The Bridgespan Group conducted a survey indicating that more than 200 nonprofit organizations serve low- and middle-income communities (Landles-Cobb et al., 2018). According to the survey, 31% of nonprofit organizations expressed a need for technology resources. Also, nonprofit organizations indicated the need for help with board governance, human resource management, and financial planning. According to Waters (2014), nonprofit organizations are reluctant to adopt new technology. In an effort to compensate for the inability to hire talent with the technical skillsets needed, many nonprofit organizations recruit board members and volunteers who have technical skill sets. Due to ongoing technical issues, leaders within nonprofit organizations have had to acclimate to technology gaps.

As charitable nonprofit organizations continue to grow, there is also an increased demand for effective leaders (Zumdahl, 2010). Leaders can guide the behavior of others by building coalitions of support and cementing a clear vision and mission for an organization (Northouse, 2016). Nonprofit organizations require leaders who can enable the nonprofit to move beyond daily operations and towards the future. According to Stid and Bradach (2009), a nonprofit leader is more than just someone with good leadership skills; but is one who also must have effective management skills.

More needs to be known about leadership practices in charitable nonprofit organizations and how they contribute to success. The literature lacks details regarding organizational structure and culture for these organizations. Core processes and

paradigms are a part of the organization's culture, so it is essential to have a culture that unifies organization members around shared beliefs.

An organizational culture's contribution to organizational effectiveness has been well documented in the literature. Lovas (2007) found that organizational culture could be described as a way of handling people's behavior towards one another and situations. Much of the literature focuses on organizational culture and its influence on employee behavior in the workplace (Hofstede, 1991). However, there are few studies on the relationship between organizational culture and leadership in charitable nonprofit organizations.

There is also a research gap regarding technology and the need for technology in charitable nonprofit organizations. Although there is not a lot of existing research available, there were a few research studies on technology in nonprofit organizations. According to Marsh and McLennan (2017), charitable nonprofit organizations tend to make technology investments a lower priority, which can bring on difficulties when it comes to current cybersecurity issues. According to Hulshof-Schmidt (2018), 59% of nonprofit organizations do not train their staff on cybersecurity issues, and those organizations that do train their staff only train them on an annual basis. The majority of nonprofit organizations, estimated at 74%, are not actively monitoring for cybersecurity threats. This is a significant issue facing charitable nonprofits as it leaves the organization vulnerable to ransom and other security threats.

According to Eshleman (2020), the emergence of the COVID-19 global pandemic in 2020 played a significant role in a surge of cybersecurity attacks on nonprofit organizations. Phishing attacks have been designed to take advantage of the COVID-19

pandemic by sending structured emails that solicit recipients to take actions they might not usually take at other times, especially regarding charitable donations. The increase in video conferencing applications and platforms, such as Zoom and Microsoft Teams, are new opportunities for cyberattacks within nonprofit organizations. Charitable nonprofit organizations need to reconsider their approach to cybersecurity, given the constantly evolving environment.

There is an additional issue regarding technology and nonprofit organizations. Most charitable nonprofit organizations fall short when making it convenient or more accessible for donors to donate. It has been reported that 93% of donors have indicated they utilize either a smartphone or tablet, but 84% of nonprofit organizations are not set up for mobile devices (Marsh & McLennan, 2017). This is a significant gap in technology, considering that digital funding is expected to increase from 7% to 20% of total fundraising for charitable nonprofit organizations within the next 5 years (Marsh & McLennan, 2017). Marsh and McLennan's study is important because it investigated the relationship between organizational culture, technology, and leadership practices within charitable nonprofit organizations.

Organizational Culture

Organizational culture is related to a series of attitudes and behaviors adopted by employees of an organization, which affect its function and total well-being (Belias & Koustelios, 2014). Considerable research has focused on how organizational culture affects employee satisfaction. According to Davis (2013), an individual's job satisfaction could impact performance. In addition, an employee's work environment and workload could cause job dissatisfaction (Kumar et al., 2013). These studies suggested that a

further examination of organizational culture and the factors that help influence employee satisfaction, such as leadership practices, may help understand how to increase organizational effectiveness. Organizations continuously implement new organizational processes, expectations, and goals, which become the organizational culture's norms.

As Tayeb (1996) noted, organizational culture has been the subject of investigation for decades. According to Belias and Koustelios (2014), culture is a product of a group of people living in the same place and sharing similar beliefs. Therefore, people of the same culture share similar norms and values that separate them from others. As such, organizations may have to evaluate the expectations and goals that become a part of their culture.

According to Dunnett (2007), the ability to diagnose an organization's culture offers valuable information because it provides managers with data that can assist with accomplishing the organization's objectives. Schein (2010) stated that culture represents the remnants of all that occurred in the organization over time. Yiing and Ahmad (2009) found that employees' perceptions of an organization's culture can significantly affect employees. The performance of leaders and managers is a factor in employee connection and retention (Dunnett, 2007).

It is important to note that there is no shared operational definition of organizational culture. With a multitude of definitions at play, many researchers have settled on a meaning that refers to a system of values, beliefs, norms, and behavior shared among employees (Flamholtz, 2001; Purnama et al., 2013; Shumba et al., 2017). The most accepted definition comes from Schein (2010), who stated that:

Organizational culture is a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel about those problems. (p. 18)

Therefore, culture influences an organization's effectiveness. Lastly, having an effective organizational culture also plays a significant role in employee retention.

Employee Retention

Armstrong and Taylor (2014) described employee retention as a method where policies and procedures are developed to address employee needs and increase employee commitment to the organization. Managers who are responsible for developing a strong workforce should engage in attracting, recruiting, training, motivating, and retaining employees (Dumoulin, 2017). The purpose of employee development is for the organization to benefit from the skills an employee gains from its investment in their training. According to Mandhanya (2015), the ability of managers to communicate with and recognize employees is crucial to retaining employees. However, employee retention is often one of the biggest challenges for managers (Joo et al., 2015). Therefore, organizations must better understand the reasons why employees decide to stay with or leave an organization.

Kang et al. (2015) stated that the inability to retain employees could be a stumbling block for nonprofit organizations due to the effect on organizational effectiveness associated with the loss of employees. Since nonprofit organizations operate in uncertain environments and on a smaller scale than other types of

organizations, they are vulnerable to the costs of losing and replacing employees. Additionally, the loss of a more experienced employee could also mean the loss of significant organizational knowledge (Selden & Sowa, 2015).

In addition, employee retention is influenced by what is called an employee's motivational factor. Benge et al. (2015) stated that motivational factors could include employee recognition, organizational support, compensation, and other rewards that contribute to employee retention and satisfaction. According to Michael et al. (2016), an employee's commitment to an organization is contingent upon incentives and the total compensation package.

Turnover and Rate of Pay

According to Sahi and Mahajan (2014), undesirable employee turnover rates pose a significant threat to an organization. The costs associated with losing an employee range between 50% to 60% of an employee's salary, which considers the cost of recruiting and training a new employee (Michael et al., 2016). Nonprofit HR (2020) conducted a survey where 45% of the survey respondents indicated they would seek new employment by 2025. Almost half (49%) of the 45% stated that nonprofit organizations do not pay enough or offer long-term career opportunities. Another 12% concluded that nonprofits are not well-run businesses (Nonprofit HR, 2020). With alarming statistics like this, nonprofit organizations should have a heightened sense of urgency to establish an effective recruiting process to attract talent to remain competitive.

The voluntary annual turnover rate of nonprofit organizations is expected to be 19% by 2020 (Branson, 2017). The root cause of turnover is related to the fact that nonprofit employees are expected to do more with less. According to Selden and Sowa

(2015), tighter budgets and less financial flexibility mean that nonprofit organizations cannot sustain expenses associated with loss of productivity and performance due to retention problems. Lastly, Branson (2017) states that only 16% of nonprofit organizations plan to retain employees. When most nonprofit leaders were asked about retention issues and high employee turnover, most blamed the employees. If nonprofit leaders desire to fix employee turnover, they will need to address the culture of their organizations.

Technology

Similar to organizational culture and employee retention, technology plays a major role in organizational effectiveness within nonprofit organizations. With the rapidly changing nature of technology, nonprofit organizations face challenges when it comes to the adoption and use of new technologies (Eusanio & Rosenbaum, 2019). Nonprofit organizations are the biggest stragglers when it comes to technology innovation due to budget concerns. Social media platforms have been around since the early 2000s and are no longer considered innovations. However, nonprofit organizations continue to struggle with how best to use these types of technologies to maximize their virtual resources and presence.

Nonprofit executives face issues such as retaining donors, receiving grants, achieving operational and program goals, and maintaining compliance requirements (Eusanio & Rosenbaum, 2019). The impact of technology and the success it can have on a nonprofit organization is overlooked. To be sure, the use of technology and the role it plays should be a priority in nonprofit organizations. With donors and beneficiaries requesting information on an organization's programs and financial operations, nonprofit

organizations should make it convenient to access this information online (Eusanio & Rosenbaum, 2019). A process such as this would provide information that is accurate and transparent. Nonprofit reporting requirements have been changed to enhance transparency, and public serviceability, which has forced many organizations to modify internal data flows.

Nonprofit organizations are asked to provide more data and information, which has increased the level of reporting they are required to do. As a result, nonprofit organizations are creating dashboards that provide specific information about significant data and key performance indicators (KPIs). Nonprofits are also applying metrics so that operational managers are aware of activities or trends that may require attention (Eusanio & Rosenbaum, 2019). Business intelligence tools such as customer relationship management systems can help nonprofit leaders compare data collected on donors and look for trends within the data. Eusanio and Rosenbaum (2019) suggested that nonprofit organizations need to manage the processes used to collect and apply data to be measured, analyzed, and used to advance the organization's operations and further the organization's mission.

The majority of nonprofit organizations rely on Microsoft Excel spreadsheets to capture and analyze data. These current systems have limitations due to the fact that reporting is difficult, time-consuming, and often missing key data (Eusanio & Rosenbaum, 2019). Nonprofit organizations need to assess existing systems and workflows to see if they can be enhanced or if they need to be replaced.

Internal technology appears to be the key gap when it comes to nonprofit organizations (McNutt et al., 2018). Fundraising is important to charitable nonprofit

organizations. Fundraising consists of special events, grants, contracts, and major gifts from donors or corporations. Internal technology, such as a customer relationship management (CRM) system, could assist charitable nonprofit employees. In addition, the customer relationship management system could be used to create databases on prospects, automate fundraising email campaigns, and map and manage relationships.

McNutt et al. (2018) stated that telecommuting and working remotely are issues within nonprofit organizations. If nonprofit organizations are looking to be more competitive when recruiting future employees, they need to embrace the value of providing an option to work from home (McNutt et al., 2018). There are technology tools that allow employees to share computer screens, documents, and video conferencing.

Leadership

To fully examine the effectiveness of an organization, one must also look at leadership. Leadership plays an important role in an organization and its success. According to Bhatti et al. (2012), the absence of effective leadership practices leads to a lack of direction, often resulting in low morale and a lack of interest among employees. Northouse (2016) stated that leadership style refers to an expression of behaviors in which an individual influences a group to achieve a common goal.

According to Northouse (2016), leadership is a transactional event that occurs between leaders and their followers. Therefore, leadership is a process, not merely a trait or characteristic that resides in the leader. Furthermore, looking at leadership as a process infers that a leader affects and is affected by their followers. Lastly, because leadership involves influence, it is concerned with leaders' effects on their followers. Leadership takes place in groups and involves a leader influencing a group of individuals that have a

common purpose. These groups can be small community groups, small task groups, or large organizational groups. Since leadership is about an individual (leader) influencing others to accomplish a common goal, those others (i.e., a group of individuals) are needed for leadership to occur. However, leadership style will be of importance for a leader to lead a group of individuals.

There are different leadership styles, such as servant leadership, authentic leadership, and transformational leadership (Northouse, 2016). Servant leadership focuses on the leader's need to be attentive to their followers' concerns, empathize with their followers, and nurture their followers. Leaders who have this ability are considered to be ethical and trusted leaders by their followers. According to Northouse (2016), authentic leadership is one of the more recently identified leadership styles. Authentic leadership focuses on the authenticity of the leaders and their leadership. However, since authentic leadership is still in the early phases of development, it should be considered more of an unconfirmed leadership style.

Northouse (2016) stated that transformational leadership is a process that changes and transforms people. Transformational leadership is concerned with emotions, values, ethics, standards, and long-term goals and can help leaders of charitable nonprofit organizations motivate their employees to accomplish more than what is expected of them. Therefore, for the purposes of this study, leadership was viewed through the lens of transformational leadership.

Problem Statement

According to the National Center for Charitable Statistics (2019), approximately 30% of nonprofit organizations will fail within the next 10 years due to leadership issues,

a significant lack of strategic planning, and other areas needing improvement, such as internal technology utilization. Collins and Collins (2006) stated that nonprofits provide the best opportunity to educate youth, provide a religious connection, provide support for the poor, and ensure our communities are safe. However, the lack of investment in the development of leaders across this sector has resulted in a significant gap and increased demand for leaders with the ability to lead effectively (Callanan et al., 2014).

Charitable nonprofit organizations exist to serve the needs of people (Ebarb, 2019) and understand that their primary customers are their donors. The failure to meet the needs of donors eventually results in little impact on the community, few people served, and few mouths fed. Charitable nonprofit organizations struggle to have an impact because they fail to take care of their donors first (Ebarb, 2019). These failures occur due to ineffective leadership, not implementing an effective culture, and not having innovative technology.

Based on existing literature, the relationship between organizational culture and leadership within nonprofit organizations is not fully understood. Some researchers have shown that culture can create a difference in the overall effectiveness of the organization. For example, Meehan et al. (2008) indicated that culture is the single factor that separates top-performing organizations from mediocre ones. George et al. (1999) argued that corporate culture is an integral piece of an organization's influence, which helps drive employee behaviors and performance outcomes.

The majority of leaders in nonprofit organizations fail to plan (Ebarb, 2019), lacking a sound business plan to build a platform for success. Great leaders establish core values that guide the way leaders and staff do business and deal with each other.

According to Ebarb (2019), self-focused leaders establish a “do as I say” core value. Such leaders have a hard time delegating and empowering leadership within their teams. The result of this kind of leadership is a lack of internal trust and insufficient values to prevent abuse of power, privilege, and people.

In addition to the need to focus on nonprofit culture, other aspects of nonprofit leadership need more exploration. According to the GroundWork Group (2010), nonprofits with limited technology are challenged when it comes to strategic planning, constituent management, communications, service delivery, fundraising, reporting, day-to-day operations, and training and education. Nonprofits lack learning management software (LMS) systems, which allow them to train staff and provide continuing education. Other pieces of internal technology nonprofit organizations lack are CRM systems, Microsoft Office for all employees, newer computers, and printers (Marsh & McLennan, 2017). Technology continues to be a challenge within the charitable nonprofit environment. The use of internal technology to house data for a nonprofit organization is vital to the organization's overall operation. Failure to properly secure data becomes a security threat to a nonprofit organization.

Cybersecurity attacks are the biggest threat to charitable nonprofit organizations. Hulshof-Schmidt (2019) stated that only 20% of nonprofit organizations have policies to address cyberattacks. According to Alfonso (2017), 70% of nonprofit organizations fail to run even one vulnerability assessment. This statistic shows nonprofit organizations have a major gap in technology, considering they have not assessed their levels of risk.

According to Marsh and McLennan (2017), a nonprofit's top three security threats are weak password policy, unsupported software, and open-source software. Charitable

nonprofits often fail to implement strict password policies or acquire software that requires two-factor authentication to safeguard information. Charitable nonprofit organizations typically use outdated technology, such as outdated operating systems. Additional constraints around technology are mobility solutions such as online systems, shared network drives, and virtual team management software that make an organization available to staff, volunteers, and board members.

In the for-profit sector, there is a belief that one must spend money to make money. However, nonprofit organizations often operate on a budget in the nonprofit sector. Nonprofit organizations invest very little money when it comes to technology. Ebarb (2019) stated that nonprofit organizations must embrace technology. Nonprofit organizations operate in an increasingly volatile world with a rapidly evolving digital landscape (Celep et al., 2020). With nonprofits facing expectations from their constituents to use and incorporate technology and data, a potential problem is evolving around the effectiveness of the technology.

Businesses that have grown quickly in the past few years are innovative, disruptive, or very different in the way they do business. In the past, donors gave through a pledge form, fundraising events, and tele-fundraising. However, new-generation donors are compared to online shoppers, in which case the competition is not another charity that shares a similar mission statement; it is an organization like Zappos (Ebarb, 2019). Donors have become accustomed to finding what they want when they want it. Therefore, charitable nonprofit organizations must ask themselves: Is my organization set up for donors to find us and give to us when they want and how they want? Technology helps level the playing field for charitable nonprofit organizations and is the most

effective way to reach mass numbers of individuals. Without adjustment to creative content, communication, and methods for new trends, nonprofit organizations will miss opportunities and become irrelevant (Ebarb, 2019). Currently, there is limited research on how charitable nonprofits use technology to meet current challenges and create a more effective organizational culture.

Additional research is needed on the best practices of charitable nonprofit organizations to facilitate better impacts on the communities they serve. Limited information is available on current leadership practices in charitable nonprofit organizations and how charitable nonprofit organizations can leverage technology to achieve their mission and vision. There is also a lack of research on how an effective organizational culture can help bolster the success of charitable nonprofit organizations. An in-depth study of the relationships between leadership, technology, and culture in charitable nonprofit organizations could provide deeper explanations of the connections between organizational culture, leadership, and technology.

Theoretical Rationale

Shared core values can be found at the root of any organization. These core values help drive behaviors, decision-making, and the organization's effectiveness.

Organizational culture has been defined as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid, and can be taught to new members as the optimum way to perceive, think, and feel concerning those problems (Schein, 2010).

Organizational culture can influence a myriad of decisions and actions employees take daily. Being that culture consists of many unspoken rules and norms, it is just “how

things are done.” This study examined organizational culture in charitable nonprofit organizations through the Gostick and Elton (2012) Seven-Step Road Map framework.

Gostick and Elton’s (2012) framework is effective for this study because engagement is insufficient. This framework walks managers through a process to create a culture that creates belief and drives organizational effectiveness. The Gostick and Elton framework helps analyze data in a way that helps to better define organizational culture and technology innovation in nonprofits today. This framework allows leaders to build engaged teams, helps leaders uncover their blind spots, and implements leadership skills that show appreciation. Gostick and Elton’s (2012) framework provides a plan to cultivate a strong and positive organizational culture, which leads to results in both small and large complex organizations. Within the framework, Gostick and Elton (2012) delineate “engaged, enabled, and energized” (E+E+E) as a culture of beliefs developed by leaders.

“Engaged” represents how well an employee understands how their work benefits the organization, and they have a clear understanding of how they contribute to the results (Gostick & Elton, 2012). In addition, employees can see the value of their contributions to the company’s mission. “Enabled” represents how the organization supports its employees by providing them with the essential tools and training. According to Gostick and Elton (2012), 75% of a leader’s time is spent coaching and developing employees so they can navigate the demand of their jobs. “Energized” signifies how leaders maintain feelings of well-being and high levels of energy through daily productivity contests and supporting employee work and home life balance. This

framework helps every leader create a culture that works to create organizational effectiveness.

According to Gostick and Elton (2012), “The average employee spends about fifteen hours a month complaining about his or her manager. That is 24 days a year, a full month of workdays, grumbling and getting nothing done” (p. 15). Their Seven-Step Road Map is a framework that has a process to establish a culture, process, performance, and employee satisfaction (Figure 1.1). The seven steps are: (a) define your burning platform, (b) create a customer focus, (c) develop agility, (d) share everything, (e) partner with your talent, (f) root for each other, and (g) establish clear accountability.

The best leaders in the workplace provide clarity around the organization’s mission statement (Gostick & Elton, 2012). In other words, to define your burning platform, you must supply the “why” to employees to help them understand the vision. If organizations are looking for a way to improve employee satisfaction, they should remove all obstacles and barriers employees face daily. When this happens, employees may more easily believe in the vision and strategy of the organization.

Furthermore, Gostick and Elton (2012) suggested that the highest performing cultures have employees focus on client satisfaction. Within this step of the framework, known as “create a customer focus,” employees are provided the autonomy to make decisions related to the organization. When this type of organizational culture exists, there is an increase in employee satisfaction. In addition, they stated that to help employees change, organizations must cultivate moments of “insight-experiences” that allow people to provoke themselves to change their attitudes and expectations. This is to

aid in developing mental agility and can lead to high performance on the job and increased employee satisfaction.

Figure 1.1

The Culture Works Process for Building and Sustaining a High-Performance Culture



Note. Gostick, A., & Elton, C. (2012). *All in: How the best managers create a culture of belief and drive big results.* Free Press.

“Character-based trust moves an organization forward. It is created by a leader’s consistent behavior, adherence to principles, openness, honesty, and dependability” (Gostick & Elton, 2012, p. 134). This is known as “share everything,” which suggests that a culture of transparency and open communication helps with employee satisfaction. This concept also works in conjunction with partnering with talent. Partnering with talent

involves connecting with employees and understanding what they are looking for in employees. Forming a partnership with employees is crucial to employee satisfaction. According to Gostick and Elton (2012), employees stay committed in cultures where they are treated as partners.

“Root for each other” allows an organization to create a culture of appreciation and goodwill. Cultures that have praise seem to be favored by most employees (Gostick & Elton, 2012). Recognition is important to employees, which is also a factor in employee satisfaction. Arguably, organizational culture is about behaviors, while recognition is about reinforcing the right behaviors.

Lastly, it is important to establish strong accountability for employees and their job-specific goals. While this may come off as a negative, it is positive. According to Gostick and Elton (2012), employees like to be held accountable for their goals if they have been provided the proper tools to do their jobs effectively. A culture of accountability, when properly implemented, leads to employee satisfaction.

The Seven-Step Road Map represents a practical guide for leaders to develop a robust culture where their people buy into the organization and its goals. This road map has been developed based on the research and experiences of working with executives and managers at leading companies (Gostick & Elton, 2012). Gostick and Elton (2012) indicated that if all seven steps are followed, their model leads to engaged, enabled, and energized employees and the greatest outcome is a culture of high performance.

This tactical tool allows leaders to build a strong culture and includes management principles and new ideas that have emerged from Gostick and Elton’s (2012) study.

Statement of Purpose

The purpose of this study is to contribute to the body of research on organizational culture, including internal technology and leadership practices within medium-sized charitable nonprofit organizations, and to help them improve their sustainability and strengthen their organization. Few studies provide evidence of a relationship between culture, technology, and organizational effectiveness in charitable nonprofit organizations. This research is important because its results bring awareness to charitable nonprofit organizations and factors that may be related to the approaches and practices of leaders. This includes analyzing areas such as the use of technology to improve fundraising regarding charitable giving and grant monies. With shifts in expectations around charitable nonprofits and their community impact, expectations around data management capabilities arise. Therefore, it is important to look at possible recommendations for 501(c)(3) organizations to help them survive an ever-changing environment is needed.

Additionally, this phenomenological study focused on organizational culture, leadership practices, and effectiveness in charitable nonprofit organizations. The study also focused on medium-sized charitable nonprofits because there is a lack of research on medium-sized charitable nonprofit organizations. Finally, the study investigated the relationship between internal technology system use within charitable nonprofit organizations and organizational effectiveness.

Research Questions

The purpose of this study is to contribute to the body of research on organizational culture, including internal technology and leadership practices within

medium-sized charitable nonprofit organizations. To expand the scope of previous research, the study looked at perceptions of employees and leaders, their organizational culture, and their relationship to organizational effectiveness in medium-sized charitable nonprofit organizations. Medium-sized charitable nonprofit organizations are the most prevalent in the region where research is being conducted. Unlike previous research, this study looked at organizational culture and internal technology for their continued influence using transformational leadership in charitable nonprofit organizations.

Therefore, the questions driving this study are:

1. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what leadership practices most contribute to organizational culture in medium-sized charitable nonprofit organizations?
2. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what role does internal technology play in leadership and culture in medium-sized charitable nonprofit organizations?

Potential Significance of the Study

According to Salamon (2012), the United States has the largest sector of nonprofit organizations in the world, playing an essential role in the lives of American citizens. Those reporting nonprofit organizations accounted for a little more than \$2 trillion in revenue and approximately \$4.49 trillion in assets in 2010 (Roeger et al., 2012). However, the lack of skills needed in leadership to accelerate these organizations forward has been recognized as a substantial limitation within nonprofit organizations (Clark, 2007).

Of the studies that have been conducted in this realm of organizational culture and effectiveness, an emerging theme has been the problem of leadership turnover in charitable nonprofit organizations. According to Moynihan and Landuyt (2008), it is a costly problem that negatively affects employee morale, organizational culture, and ultimately organizational effectiveness. Nonprofit organizations are still needed to address the extensive social issues and the human needs of many (Salamon, 2012). Additionally, Rottkamp (2021) stated that the best way for nonprofits to prepare for an uncertain future is to reimagine aligning parts of the organization needed to carry out the organization's mission for years to come. This suggestion comes a year after the COVID-19 pandemic, as some nonprofits continue to struggle while others have emerged stronger than they once were. Nonprofits that did not pivot in their strategic vision are struggling more today than pre-pandemic (Rottkamp, 2021). Therefore, a deeper understanding of charitable nonprofits and their organizations is needed. There are currently internal issues, such as gaps in leadership, inadequate technology, understaffing, the dependence on volunteers, and lack of organizational culture, which could place the organizational effectiveness of charitable nonprofit organizations in jeopardy (Gilstrap & Morris, 2015; Stid & Bradach, 2009).

This study focused on medium-sized charitable nonprofit organizations and the gaps in leadership practices as explored across executive, management, and staff levels. This study also contributes to the broad range of literature on organizational effectiveness in charitable nonprofit organizations. Lastly, this study applied Gostick and Elton's (2012) Seven-Step Road Map as a valid framework to help analyze and interpret organizational culture in charitable nonprofit organizations (Appendix A).

Definitions of Terms

It is important to understand the key definitions used in this study. The following definitions are sourced from researchers of leadership practices and organizational culture.

Key Concept	Definition
Charitable Nonprofit Organization	A charitable nonprofit organization shall be recognized as an organization operated exclusively for religious, charitable, scientific, literacy, or educational purposes or the prevention of cruelty to animals or children, or the development of amateur sports (Chen, 2020). Additionally, charitable organizations are known as 501(c)(3) organizations referring to the portion of the IRS code that deals with the tax treatment of nonprofits.
Employee Commitment	Employee commitment happens when an employee is loyal to an organization (Malik et al., 2015).
Employee Satisfaction	Employee satisfaction is a sense of employee achievements and successes, as it relates directly to the employee's productivity and work performance (Dziuba et al., 2020).
Employee Retention	Employee retention is a phenomenon where employees choose to stay with their current company and do not actively seek other job prospects (BasuMallick, 2021).

Information Technology (IT)	Applied computer systems, including computer hardware, software, programs, computer networking, and consulting services to support the use and implementation of information technology (Hackler & Saxton, 2007). However, for the purposes of this study, information technology refers to the components of technology such as internal technology and enterprise technology.
Leadership	A process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2016).
Leadership Effectiveness	Leadership effectiveness is the successful exercise of personal influence by one or more people that results in accomplishing shared objectives in a way that is personally satisfying to those involved (Cakir & Adiguzel, 2020).
Nonprofit Organization	A nonprofit organization is a business that has been granted tax-exempt status by the internal revenue service because it furthers a social cause and provides a public benefit (Kenton, 2020).
Organizational Culture	Organizational culture is a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal

integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel about those problems (Schein, 2010).

Organizational Size In the absence of a standard definition, for the purposes of this study, a medium-sized charitable nonprofit organization is an organization with a staff of 20 or more individuals.

Transformational Leadership Transformational leadership is the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and follower (Northouse, 2016).

Chapter Summary

In recent years, there has been a remarkable uptick in nonprofit organizations in the United States due to a greater demand for supporting others. The nonprofit sector has had a significant impact on the overall economy, contributing approximately \$905.9 billion to the U.S. economy in 2013 (Nonprofit HR, 2013). Over half of nonprofit organizations (57%) are expected to create new positions.

With the diverse nature of their missions, charitable nonprofit organizations face immense pressure to prove their effectiveness. Charitable nonprofit organizations have an enormous reliance on resources, partnerships with external organizations, and nonprofit executive leaders, and they must plan accordingly to ensure sustainability (de los Mozos et al., 2016). In addition, there is a series of operational difficulties with technology,

which has created significant challenges for charitable nonprofit organizations. Lastly, leadership gaps have emerged and initiated debates about the future of leadership across charitable nonprofit organizations and organizational effectiveness (Hodges & Howieson, 2019). This study contributes to the emerging research on charitable nonprofit organizations' executive leadership practices and furthers understanding of the issues by illuminating connections between organizational culture and organizational effectiveness.

Chapter 1 introduced the background information, problem statement, significance of the study, definitions, research questions, and theoretical framework that guided the study. Chapter 2 reviews the extensive literature on organizational culture, transformational leadership, charitable organizations, employee perceptions of leadership, and technology that undergird this study. Chapter 3 describes the research methodology, while Chapter 4 and Chapter 5 present and discuss the findings, respectively.

Chapter 2: Review of the Literature

Introduction and Purpose

Nonprofit leadership has been studied for decades. Nonprofit CEOs and executives serve as significant influencers on nonprofit organizational effectiveness (Froelich et al., 2011). Charitable nonprofit leaders face immense pressure to effectively perform and respond to demands from funders, philanthropists, and board members (Marx & Davis, 2012). This study used Gostick and Elton's (2012) leadership framework to examine organizational effectiveness by looking at organizational culture and the implementation of technology in charitable nonprofit organizations. The research questions for this study were:

1. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what leadership practices most contribute to organizational culture in medium-sized charitable nonprofit organizations?
2. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what role does internal technology play in leadership and culture in medium-sized charitable nonprofit organizations?

The literature review first identifies significant research studies relating to leadership, transformational leadership, transactional leadership, and nonprofit leadership. The second section of the literature review describes empirical studies based

on nonprofit organizations, the emotional intelligence of leaders, and organizational culture. The third section of the literature review examines internal technology and its influence on organizational effectiveness in charitable nonprofits. Lastly, research methodology, gaps, and recommendations stemming from this literature review are addressed in the chapter summary.

Leadership

Leadership is raised as an essential issue in charitable nonprofit organizations. Leadership is the ability to influence the behavior of another person or group to achieve a vision or a set of goals (Robbins et al., 2010). Leadership theories and practices can be traced back in part to the work of Kotter and Heskett (1992), which set the stage for discussions today. According to Stid and Bradach (2009), management's core activities involve goal setting, budgeting, problem-solving, and organizational effectiveness.

Stid and Bradach (2009) conducted case studies and surveyed 30 nonprofit organizations focused on leadership and vision. Their research study concluded that, while many nonprofit organizations are strongly led, many also lack an effective leader who motivates and inspires stakeholders and the organizational vision. They stated that if nonprofit organizations want to grow, they must develop strong leaders who can effectively move the organization forward, which is often not the case in today's nonprofit organizations.

Many theories of leadership have emerged over the years, such as contingency theory, which focuses on the match between the leader's style and the context. According to Dym and Hutson (2005), another approach is a psychological approach, which is based on leaders' needs to understand themselves and others psychologically to be successful.

While these approaches are popular past leadership approaches and are often discussed in today's leadership circles, there is also a need to focus on leadership style.

A leadership style, such as transformational leadership, focuses on getting things accomplished, building relationships, and inspiring others (Bass & Riggio, 2006). Since charitable nonprofit organizations have limited resources but still have an organizational mission, a good leader may be able to use a transformational leadership style to lead, create a supportive culture, and develop an effective organization. Therefore, it is essential for this study to review transformational leadership to capture organizational culture in charitable nonprofit organizations.

Transformational Leadership

Avolio (1999) stated that transformational leadership is focused on improving the performance of followers and developing them to their full potential. According to Northouse (2016), leaders who display characteristics of transformational leadership are most effective in motivating their followers to act in ways that support the greater good above their self-interest.

Northouse (2016) identified five key strengths of transformational leadership. The first strength is that transformational leadership has been widely examined and used in both quantitative and qualitative research. Second, transformational leadership has a more innate appeal to followers, who are attracted to transformational leadership because it provides a vision for the future. Third, transformational leadership is a process that occurs between followers and requires action from a leader, which is followed by a response from a follower. This engages followers in a prominent position in the leadership process, and as a result, they become more satisfied because their

contributions are helpful in the evolving transformational process. Fourth, other leadership models focus on how leaders provide rewards based on achieved goals. However, transformational leadership includes the exchange of rewards and the leader's focus on the needs and growth of their followers (Avolio, 1999). Lastly, transformational leadership strongly emphasizes the needs, values, and morals of followers.

Mahalinga Shiva and Saur (2011) realized the potential value in researching transformational leadership, investigating this form of leadership and its influences on organizational culture that furthers nonprofit organizational effectiveness in India. A survey tool was used to collect data from 312 participants. The survey sought information on transformational leadership, organizational culture, nonprofit organizational effectiveness, and specific outcomes.

Mahalinga Shiva and Saur (2011) analyzed their results using data from a multifactor leadership questionnaire for transformational leadership. A scale was used to examine organizational culture, and a modified instrument was adapted to measure nonprofit organizational effectiveness. The Pearson correlations among the studied dimensions of transformational leadership, organizational culture, and nonprofit organization effectiveness and specific outcomes correlated positively. The findings revealed that transformational leadership builds organizational culture. Furthermore, organizational culture has a direct influence on nonprofit organizational effectiveness. Last, the study revealed that transformational leadership has no direct influence on nonprofit organizational effectiveness but does influence nonprofit organizational culture, which promotes organizational effectiveness.

Similarly, Sarros et al. (2008) provided further evidence that transformational leadership is strongly associated with organizational culture. They examined the relationship between transformational leadership and organizational culture in Australian private sector organizations using a structural equation modeling method based on a survey of 1,158 managers. They analyzed the relationship between transformational leadership and climate for organizational innovation as well as the extent to which a competitive, performance-oriented organizational culture mediates this relationship for building innovative organizations.

Data for this study were collected from a random sample of the private sector over 5 months. The measures of this study examined transformational leadership using the transformational leadership scale by Podsakoff et al. (1990). Organizational culture was evaluated using the organizational culture profile developed by O'Reilly III et al. (1991), and the climate for organizational innovation was operationalized using the support for innovation and resource supply measures developed by Scott and Bruce (1994).

Sarros et al. (2008) analyzed the study results using latent variable structural equation modeling (SEM) to estimate the parameters of the hypothesized models. The findings of the study concluded that transformational leadership was positively related to organizational culture. In addition, the study found that organizational culture was strongly related to organizational innovation. The findings of Sarros et al. (2008) are consistent with research that indicates transformational leadership is associated with organizational culture and effectiveness.

Building upon prior research on organizational effectiveness and transformational leadership, Mitchell (2015) conducted a mixed-method interview study of 152 nonprofit

leaders in the United States, identifying attributes of effective transnational nongovernmental organizations (nonprofits) and the leadership values associated with higher reputations for organizational effectiveness. Using the Charity Navigator database, Mitchell (2015) conducted a stratified random sampling method to ensure a diverse sample and representation of the database population by size, sector, and financial characteristics.

To define the attributes of effective organizations, Mitchell (2015) asked a series of questions about organizational effectiveness to nongovernmental leaders. The researcher concluded that leaders associated organizational effectiveness with the size and scale of the organization. Second, he identified that 15% of the respondents associated organizational effectiveness with the impact of the organization. Third, sound principles and strategy were defined as an attribute of effective organizations. Fourth, organizations with hybrid operational strategies that combine elements of service delivery and advocacy have higher reputations for organizational effectiveness. Finally, leaders that value similarities of peer organizations, diversity of strategies, and dedication, demonstrate greater organizational effectiveness.

Last, Andrew et al. (2014) conducted a study that examined the effect of transformational leadership on the organizational resiliency of nonprofit organizations. This study used a multiple hierarchical regression analysis that tested the relationship between transformational leadership and organizational resiliency. The data consisted of 112 respondents working in nonprofit organizations, local governments, and fire and police stations in South Korea.

Andrew et al. (2014) noted some statistically significant relationships between transformational leadership and organizational resiliency. The findings also suggested a need to train those in leadership positions with transformational leadership skills to support the needs of organizational members. Finally, the findings corroborate the argument that innovative organizations are better equipped with transformational leaders to transform organizations from the status quo into innovative organizations (Lester & Krejci, 2007).

Transactional Leadership

To understand the importance of transformational leadership in organizations, a general understanding of transactional leadership is needed. Transactional leadership focuses on the exchanges between a leader and the leader's followers. During the transactional leadership process, followers are expected to perform following the direction of leaders, and they are positively rewarded for doing so (Haider & Riaz, 2010). The foundation of the exchange can be either positive or negative. Negative rewards occur as penalties for failure to comply with leadership or could be positive if followers comply.

Breevaart et al. (2014) studied transformational leadership and transactional leadership and their relation to employee engagement and concluded that such leadership positively influences employees' autonomy and work engagement. Further, transactional leadership has a positive relationship with employee engagement when a reward or incentive is involved, regardless of how appealing or charismatic a leader is.

Another study examining nonprofit organizations found that transactional leadership is not a preferred leadership style based on what employees view as a leader

(Ross-Grant, 2016). The research indicates that transactional leadership can produce results, but it ignores the needs of the employee (Ivey & Kline, 2010). Transactional leadership produces results by focusing only on the goals and outcomes of the organization. The needs of the organizations are met, but the needs of employees are not.

Metin and Coskun (2016) conducted a study to investigate the effect of leadership and organizational culture on the organizational effectiveness of nonprofit organizations. This quantitative study gathered data using a questionnaire sent out to 139 nonprofit organizations. The researchers developed the following hypotheses: (a) leadership affects organizational effectiveness, and (b) organizational culture affects organizational effectiveness. Through a linear regression analysis, both hypotheses were supported. The authors concluded that both leadership and organizational culture affect organizational effectiveness. Their study shows that an organizational culture that relies on the trust, confidence, and willingness of members of the organization to take responsibility positively affects organizational effectiveness. Furthermore, effectiveness, which was analyzed in terms of achieving objectives, using benchmarking as an indicator, and diversifying revenue sources, positively affected organizational effectiveness. Lastly, leadership, which was analyzed as being democratic, having respect for others, decision-making, and taking risks, also positively affected organizational effectiveness.

Charitable Nonprofit Organizations and Leadership

Varela (2013) stated that a challenge for many nonprofit leaders is the number of volunteers within the sector and the importance of the role they play in nonprofit organizations. It is estimated that 62 million adults serve as volunteers in nonprofit organizations, accounting for \$163 billion in work (McKeever & Pettijohn, 2014).

Volunteers also consisted of board members responsible for carrying out the mission of nonprofit organizations. Nonprofit organizations rely heavily on their community to provide resources in the form of labor to support the operation of the organization. The central and important role of unremunerated members of the public in nonprofit organizations has created additional leadership challenges (Agard, 2011).

According to Orosz (2011), nonprofit organizations date back to 1620, around the time of the Mayflower Compact, which established the first volunteer organization. In addition, charitable donations have been traced back to 1641, when Harvard University received funding to help with its establishment (Stern, 2013). Nonprofit organizations became an important element of a goods society and were accepted by the United States in 1835 (Gelatt, 2011). Soon after, organizations began to form to provide essential services such as healthcare, education, religion, and charities which can be umbrellaed under the notion of the nonprofit sector.

What makes nonprofit organizations special is that, unlike for-profit organizations, they must put all profit back into their organization and its mission (Wolf, 2012). According to Cole and Swartz (2011), nonprofit organizations were established to deliver public goods. Under this premise, many nonprofit organizations are exempt from paying taxes because they provide essential services to the American public.

According to the National Center for Charitable Statistics (2019), the nonprofit sector accounts for 9.2% of national wages and employs an estimated 10.7 million workers. The nonprofit industry has over 30 types of tax-exempt public charities that the internal revenue service classifies under section 501(c)(3) organizations (National Center for Charitable Statistics, 2019). Public charities include cultural and educational

organizations, health care organizations, human services, and any other organization that allows donors to make tax-deductible donations. It was estimated that 25.1% of the population, about 64.4 million adults, volunteered at least once in 2017 (National Center for Charitable Statistics, 2019). Furthermore, it was estimated that there were more than 86,125 grant-making foundations in the United States in 2017 (National Center for Charitable Statistics, 2019). The grants from these organizations are a critical component of charitable nonprofits, with grants totaling more than \$77.7 billion in 2017 (National Center for Charitable Statistics, 2019).

The nonprofit sector plays an important role in the United States. There are hundreds of executive leaders that could benefit from research on fostering an organizational culture and increasing organizational effectiveness. Further, a focus on research that illustrates how a leadership style could positively influence organizational culture may benefit leaders in charitable nonprofit organizations. If nonprofit organizations want to perform effectively, they will need to implement strategies and have systems in place to ensure these strategies are successful (Eady-Mays, 2016). Eady-Mays (2016) conducted a study on nonprofit leadership and discovered various limitations among nonprofit leaders. The study documented the challenges nonprofit leaders encounter and how these challenges affect nonprofit organizations. Eady-Mays (2016) stated that it is difficult for nonprofit organizations to run effective organizations due to their inability to retain top talent due to budget constraints.

Emotional Intelligence of Leaders

Emotional intelligence can provide the strength of leadership and an understanding of what strengthens teams, productivity, and employee morale within the workplace.

According to Barbuto et al. (2014), emotional intelligence is the ability of leaders to observe their feelings, in addition to the feelings of others, as well as their beliefs and values. Leaders with emotional intelligence use the information they gather to guide both their own thinking and actions and those of others. In their study on emotional intelligence, the authors suggested that emotional intelligence is a predecessor of servant leadership. Further, emotional intelligence has a positive relationship with the five different dimensions of servant leadership. Under the principles of servant leadership, leaders who possess high emotional intelligence to connect better with the people they lead. They determined that followers' perceptions of their leaders' servant-leader behavior correlated positively between emotional intelligence and persuasive mapping. Persuasive mapping refers to the ability to influence the opinions and beliefs of others.

An additional study on emotional intelligence by Gelaidan et al. (2016) investigated employees' readiness for change in higher education institutions, and the effect leadership behaviors have on them. Findings showed that a leader's behavior and emotional intelligence have a significant impact on employees' readiness for change. Dabke (2016) found evidence supporting the role of emotional intelligence in leadership effectiveness, with further evidence that transformational leadership behaviors are determinants of leadership effectiveness perceptions.

Organizational Culture

Methods to understand organizational culture vary between empirical studies. Shumba et al. (2017) defined organizational culture as to how things are done in the organization, as influenced by common values and assumptions. This definition contains components that overlap with other definitions of organizational culture. Shumba et al.

(2017) used a phenomenological approach to understand individual health workers' experiences and perceptions of organizational culture within the private not-for-profit, largely mission-based hospitals and how this influences retention. This qualitative study examined the experiences of 32 health workers, including managers, working in 19 private, not-for-profit health facilities in Uganda. Data were collected over 8 months, with interviews conducted with doctors, clinical officers, medical assistants, nurses, lab technicians, and managers to understand their views of and experience working in private, not-for-profit facilities. All interviews were audio-recorded and transcribed.

Thematic analysis was used to read transcripts and identify themes based on questions. The results of the interviews conveyed that organizational culture was predominately hierarchical in cases of non-participative management styles that emphasized control and efficiency (Shumba et al., 2017). Furthermore, health workers and managers held different perceptions of organizational culture, with managers valuing results and performance, while health workers valued teamwork, recognition, and participative management.

Shumba et al. (2017) indicated that organizational culture has a significant influence on the retention of health workers in health facilities and influences the feelings of health workers towards the organization. Furthermore, findings indicate that interpersonal relationships are an important retention factor. Therefore, it can be argued that organizational culture can be a significant factor influencing health workers' retention.

Similarly, Purnama et al. (2013) examined how much organizational culture influences employee satisfaction, organizational commitment, and organizational

citizenship behavior to increase organizational performance in small and medium enterprises. The study population was comprised of 174 respondents, based on a stratified cluster sampling technique, which involves taking the population and dividing it into separate groups called strata. The study asked the following questions:

1. Does organizational culture and employee satisfaction have a positive effect on organizational commitment?
2. Does organizational employee satisfaction and organizational commitment have a positive effect on organizational citizenship behavior?
3. Does organizational culture, employee satisfaction, organizational commitment, and organizational citizenship behavior have a positive effect on organizational culture?

Using the conceptual framework model, each relationship was analyzed, comparing variables (Purnama et al., 2013). Using a sample size of 5-10 comparison observations for each indicator in all the latent variables and line with hypothesized structural models. The study took 29 different indicators, analyzed them, and multiplied them by six, resulting in 174 total respondents. The data were analyzed using structural equation modeling (SEM) to examine the effects of direct and indirect causality. The models were also tested for goodness of fit, and all models had alignment with the goodness of fit index. All hypotheses were tested and accepted, indicating that organizational culture, employee satisfaction, and organizational commitment significantly affect organizational citizenship behavior. In addition, the study concluded that organizational culture has a direct effect on increasing employee satisfaction. Lastly,

Purnama et al. (2013) found that increasing employee satisfaction also increases employee commitment to the organization where they work.

According to Flamholtz (2001), companies with strong cultures are more likely to achieve their goals than companies with weak cultures. In addition, organizations with strong cultures tend to be more successful and have motivated employees. Flamholtz (2001) examined the effects of corporate culture on employee motivation and increasing financial performance, sharing, like other researchers, the common definition of organizational culture—organizational culture relates to core organizational values, which influence the way people behave and perform in their roles.

Flamholtz (2001) examined one medium-sized industrial organization with 20 different divisions. This study intended to determine if a corporate culture has a significant impact on financial performance. The quantitative study consisted of a questionnaire sent out to all 950 salaried employees of the organization. Research questions were created and asked to (a) determine the extent to which people agreed to the state or desired culture and (b) to determine if each division behaved consistently with the desired or ideal corporate culture. The survey response rate was 78%, with 96% of the respondents agreeing with the state or desired culture. This suggests that upper-level management created a culture that motivated employees to perform their job duties.

Internal Technology

To achieve mission-related goals and the overall organizational impact of informational technology (IT), charitable nonprofit organizations need to increase their bandwidth when it comes to technological practices (Hackler & Saxton, 2007).

Charitable nonprofit organizations need to examine their ability to exploit technology for

mission-related uses, such as strategic communications, marketing, relationship building, financial stability, funding, and donor assistance. Hackler and Saxton (2007) stated that nonprofit leaders should have a better appreciation of IT's full potential and the willingness to link the acquisition and utilization of IT to the organization's mission.

Bobsin et al. (2017) conducted a study to investigate the benefits generated using new technologies in nonprofit organizations and how technologies can improve the ability to achieve an organization's social mission. The researchers investigated six nonprofit organizations in two Brazilian regions using a multiple case study method. To understand the proper use of technology by these organizations, researchers applied the concept of affordance. The authors identified new subcategories for technology affordances, which are not related to nonprofit organizations only but can also be applied to for-profit.

The researchers selected midsize organizations that had between 20 and 50 employees. In addition, a total of 30 semi-structured qualitative interviews were conducted, which accounted for five to six respondents per organization. The respondents consisted of at least one manager who helped identify the other respondents.

Using information and communication technology (ICT) and the subcategory of affordance as part of their analysis process, Bobsin et al. (2017) concluded that technology makes the coordination of work and projects possible, as well as allows people on the team to develop their activities remotely with other members of the organization. Technology also showed the ability of nonprofit organizations to improve relations with partners and create a knowledge share. In addition, charitable nonprofit organizations can utilize technology to conduct funding campaigns. Overall, the results of

this study revealed the great potential of technology to support the actions of charitable nonprofit organizations.

Similarly, a study by Rathi et al. (2016) was conducted in Canada and Australia with a focus on the use of tools and technologies for knowledge management in nonprofit organizations. The researchers deployed two large-scale national surveys to different nonprofit organizations operating in different sectors. The qualitative data were analyzed using descriptive and inferential statistical techniques using a thematic analysis approach. The study's findings indicated that nonprofit organizations fail to use technology and lean more on tools such as printed documents. However, a potential emerging focus is on cloud computing solutions for managing knowledge in nonprofit organizations and the need for a public website. The study also found that the nonprofit organizations studied were not using source-based technology, such as Microsoft Office, and although these are low-cost solutions and sometimes no-cost to nonprofit organizations, they were not utilized. Lastly, the findings indicated that the size of the nonprofit organization had an impact on the types of technology tools used.

Methodology Review

The literature review included quantitative, qualitative, and mixed methods studies. The studies included topics focusing on transformational leadership, organizational culture, and internal technology in charitable nonprofit organizations. The studies described sample populations that were common to the nonprofit sector, including, for example, the size of an organization, type of nonprofit organization, and leadership style. Studies were conducted in locations within the United States, India, Australia, Asia, and Brazil.

Measurement tools commonly used to dictate levels of vulnerability to organizational effectiveness included online or mailed surveys and did not require a proctor. Tools such as IBM SPSS were used for data analysis. Notably, there are very few studies that employ qualitative methodologies. Although the tools, guidelines, constructs, and theories differed in background and support, they shared many of the same factors related to organizational culture and organizational effectiveness across nonprofit organizations and, specifically, within charitable nonprofit organizations.

Substantive Gaps in the Literature

The reviewed studies contribute to the body of knowledge on increasing organizational culture through transformational leadership. The gaps in the literature yielded many avenues for future research that will contribute to many recommendations about expanding the body of knowledge on organizational culture, transformational leadership, and organizational effectiveness.

Studies in the area of charitable nonprofit culture, leadership, and technology are limited. The majority of the studies are quantitative and have data that can be easily interpreted in varied ways. Qualitative studies provide the ability to interview employees and examine, dissect, unpack, and correlate perceptions and experiences with other factors at play.

Chapter Summary

To summarize the literature, studies within nonprofit organizations show opportunities to advance the knowledge of organizational culture, use of technology, and organizational effectiveness in nonprofit organizations. As transformational leaders

create cultures that motivate and promote the organization's vision, their level of organizational effectiveness is high.

The empirical studies examined in this literature review provide insight into the antecedents to organizational effectiveness. Important factors undergirding the goals of this study include leadership, technology, and organizational effectiveness in nonprofit organizations.

Chapter 3 describes this dissertation study's research design and procedures as well as describes the research context and study participants.

Chapter 3: Research Design Methodology

Introduction

Collins and Collins (2006) stated that charitable nonprofits provide the best opportunity to educate the youth, provide a religious connection, provide support for the poor and ensure our communities are safe. However, the lack of investment in the development of leaders across this sector has resulted in a significant gap and increased demand for leaders with the ability to lead effectively (Callanan et al., 2014). Based on the literature, it is unknown if a relationship exists between organizational culture and leadership practices within charitable nonprofit organizations. Some researchers have shown that culture can create a difference in the overall performance of the organization. Meehan et al. (2008), for example, indicated that culture is the single factor that separates top-performing organizations from mediocre ones. George et al. (1999) stated that corporate culture is an integral piece of an organization's influence, which helps drive employee behaviors and performance outcomes.

In addition, nonprofit organizations operate in an increasingly volatile world with a rapidly evolving digital landscape (Celep et al., 2020). With nonprofit organizations facing expectations to use technology and data from their constituents, a potential problem is developing around the effectiveness of the technology. According to the GroundWork Group (2010), nonprofit organizations with limited technology are challenged when it comes to strategic planning, constituent management,

communications, service delivery, fundraising, reporting, day-to-day operations, and training and education.

Research Questions

The following research questions were used to frame the study:

1. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what leadership practices most contribute to organizational culture in medium-sized charitable nonprofit organizations?
2. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what role does internal technology play in leadership and culture in medium-sized charitable nonprofit organizations?

Methodology

Phenomenological research helps provide an understanding of the world and can inspire us. According to Patton (2002), a phenomenon is any process, feelings, hopes, relationships, and culture that people encounter in their everyday lives. For this study, the researcher utilized a phenomenological approach to explore organizational culture and technology through Gostick and Elton's (2012) leadership framework for combined influences on organizational effectiveness in charitable nonprofit organizations.

Qualitative studies provide a methodological framework to assess and understand both individual employees and the overarching work environment.

A qualitative research methodology included collecting data through semi-structured interviews (Creswell, 2014). Important to this study, participants were purposefully selected from charitable nonprofits to help the researcher understand the problem and address the research questions. Participants in this study worked for

medium-sized charitable nonprofit organizations. Each participant was interviewed via Zoom using a semi-structured interview protocol developed by the researcher (Creswell, 2014) (Appendix B).

Researcher Background

The researcher has experience consulting with nonprofit organizations and was on the board of three nonprofit organizations while conducting this study. In addition, the researcher also worked for a nonprofit organization that does charitable work and has a social justice mission. The researcher has 15 years of leadership experience, with 10 years in an executive leadership role. The researcher's lived experiences and observations were motivating factors for this inquiry. It should be noted that the study did not include any nonprofit organizations associated with the researcher.

Research Context

This dissertation study examined the organizational culture and use of technology to further organizational effectiveness in medium-sized charitable nonprofit organizations. The study took place in medium-sized charitable nonprofit organizations located in Rudolph County, New York (a pseudonym). The researcher investigated medium-sized charitable nonprofit organizations because these organizations are numerous in Rudolph County. Rudolph County has a population of roughly 207k people with a median age of 32 years and a median household income of approximately \$35,590 (Data USA, 2021). In addition, Rudolph County has a poverty rate of 31.3%, and its employment rate was 5.78% year-over-year. Lastly, the ethnic composition of Rudolph County is 36.7% White (Non-Hispanic), 37.6% Black or African American (Non-Hispanic), 11.2% White (Hispanic), and 2.99% Asian (Non-Hispanic).

Rudolph County has a large nonprofit community comprising 6,688 nonprofit organizations, employing 155,570 people, more than \$13 billion in revenues, and assets totaling \$22 billion (Cause IQ, 2021). Due to the complex organizational structure within nonprofit organizations, the focus of this dissertation study was on medium-sized charitable nonprofit organizations. These organizations represented a large population of charitable nonprofit organizations and indicated a need for exploration within organizations of their size based on prior research conducted in larger charitable nonprofit organizations. Charitable nonprofit organizations comprise 3,966 of the 6,688 nonprofit organizations and account for \$12 billion in revenues and \$16 billion in assets (TaxExemptWorld.com, 2021).

Research Participants

The researcher conducted a phenomenological study, interviewing leaders, managers, and employees in local medium-sized charitable nonprofit organizations to gather information to answer research questions. Phenomenological research is designed to examine the lived experiences of individuals about a phenomenon as described by participants (Creswell, 2014). The target organizations were Rudolph County-based medium-sized charitable organizations that mobilize a diverse network of community partners to address the increased need for services for vulnerable populations. Many of these nonprofit organizations had been in business for at least 25 years and had impacted the lives of more than 10,000 individuals. These medium-sized nonprofit organizations operated with an annual fundraising budget and were supported by staff that ranged from 20 to 100 full-time employees.

To allow for an in-depth and detailed exploration of the essence of people's experiences with a phenomenon, phenomenological studies use a small sample size (e.g., 6-12 participants) (Guest et al., 2006). Therefore, the target population for this study consisted of five full-time employees from each of two medium-sized charitable nonprofit organizations for a total of 10 participants. Guest et al. (2006) suggested that 10 participants are sufficient for a study that aims to describe the shared perception, beliefs, or behaviors among a group of individuals. Additionally, board members, volunteers, interns, and any temporary employees were not included as participants. The researcher limited participants to two nonprofit organizations. To triangulate the data, the researcher included participants from each level of the organizational hierarchy in both nonprofit organizations.

To determine research participants, convenience and snowball sampling strategies were used. Convenience sampling refers to selecting an individual or a group that happens to be available or willing to participate at the time (Onwuegbuzie & Leech, 2007). This convenience sample covered three levels of the organizational hierarchy: (a) executive, (b) management, and (c) all other staff.

Executive Level

The executive level consisted of the chief executive officer (CEO), chief financial officer (CFO), chief marketing officer (CMO), and chief operations officer (COO), totaling three full-time employees. This management level was responsible for revenue goals, operations, finance, and annual campaigns.

Management Level

The management level consisted of supervisors, including senior directors, directors, and managers. These roles existed throughout nonprofit organizations and worked closely with the executive level on team strategy, performance management, and organizational deliverables. This management level was responsible for the support of staff members. Functions of this level included annual campaigning, human resources, information technology, marketing, communications, and process improvement.

Staff Level

The staff level consisted of employees identified as staff who did not hold an executive title and did not have supervisory responsibilities. However, most nonprofit organizations have unusual structures, so employees had managerial titles, although they did not supervise anyone. Employees who fell under these parameters were classified as staff. Many of these positions within nonprofit organizations had key responsibilities such as data entry, finance functions, admin roles, and volunteer onboarding.

Selecting Participants

The process to obtain willing participants consisted of two steps. First, the CEO of two medium-sized charitable nonprofit organizations was contacted using an introductory email by the researcher. In addition to the email, the researcher placed a follow-up call to any organization that did not respond to the email. After interest was established, a phone call was placed to identify the potential participants within the two charitable nonprofit organizations. Once all participants were identified, the researcher contacted participants via email with an endorsement from their CEO. In total, the researcher had 10 participants ($n=10$) for this dissertation study. Once approved, the researcher moved forward in the data collection process.

Table 3.1

Charitable Nonprofit Participants Information

Name	Level of Organization	Organization
Mrs. Edwards	Executive	Excalibur
Mr. Allen	Management	Excalibur
Mr. Black	Management	Excalibur
Mrs. Sloan	Staff	Excalibur
Mrs. Corbin	Staff	Excalibur
Mrs. Moore	Executive	Globex
Mrs. Dewey	Management	Globex
Mrs. Lucy	Management	Globex
Mrs. Rock	Staff	Globex
Mrs. Smith	Staff	Globex

Note. Participant and organization names are pseudonyms.

Table 3.1 provides information on the names of employees and their organizational level within each charitable nonprofit organization, each of which is a pseudonym.

Instruments Used in Data Collection

Data were collected via virtual interviews using Zoom with executive leaders, managers, and employees in two local medium-sized charitable nonprofit organizations in Rudolph County. Interviews were semi-structured and lasted for approximately 45 minutes. Ideally, the interview would have taken place at a participant's place of

employment or somewhere else convenient for the participant, but the COVID-19 restrictions required all interviews to take place on Zoom.

Interview Protocols and Journal

The interview protocol was developed (Appendix B) and organized as a semi-structured interview, with specific questions posed to all participants (Creswell, 2014). The researcher developed an interview protocol to gather participants' perspectives on the experiences within the study. The interview protocol included main questions and probes. The main questions solicited responses on the topics of the inquiry, while probes prompted further response and elaboration.

A digital voice recorder was used to record interviews along with Zoom audio files. All video files were deleted after the interviews were completed. The researcher transcribed the recorded interviews verbatim using a transcription service from Temi.com. Each transcript was reread several times while listening to recordings to verify accuracy.

In addition, the researcher kept a journal to record thoughts and feelings based on experiences during the study. The journal helped the researcher capture assumptions and biases. Notes taken by the researcher during interviews helped develop additional questions and probes and helped with the data analysis. These journal notes were considered data and analyzed as such.

Ethical Guidelines and Confidentiality

The procedures for this dissertation study were presented to and approved by the St. John Fisher College Institutional Review Board (IRB) before implementation. All interviews were structured in the same format, following interview protocol, and

beginning with a review of the purpose of the study. Following the description of the interview protocol, the researcher verbally communicated an overview of the study. All participants were informed that they could choose to end their participation in the study.

The researcher ensured confidentiality by informing all participants that their names and employer's name would not be connected to any specific comments or conclusions in this study, and pseudonyms were created for all participants. In addition, all interview participants were asked to keep the conversation confidential from all outside parties. Furthermore, participants were told that interview audio recordings, video recordings, transcripts, and any other research material would only be accessed by the researcher. Only audio recordings were submitted for transcription. Lastly, all participants who agreed to participate in the study were asked to sign an Informed Consent Form prior to the interview proceeding.

The researcher ensured confidentiality of the material collected, including all audio recordings, video recordings, and transcripts of interviews, by using a private, locked, and password-protected file and a password-protected computer stored securely in the private home of the researcher. Electronic files had assigned codes and pseudonyms, which did not include names or key information that could potentially identify or connect participants to this dissertation study. Any other materials such as notes or paper files related to data collection and analysis were securely stored inside a locked cabinet in the private home of the researcher. The researcher is the only person with access to electronic or paper records. The recordings are to be kept by the researcher for 3 years following the publication of the dissertation study. After 3 years, all paper records will be shredded and professionally delivered for shredding. All the electronic

records will be deleted, purged, and destroyed from the researcher's computer hard drive and all devices so that restoring any data is not possible.

Data Analysis

Concurrently within a 4-week timeframe after conducting interviews, the audio recordings of each interview were replayed to ensure the researcher understood participant responses. To analyze the interview responses effectively, the researcher obtained raw transcripts of each interview session and separated them into the dialogue of each participant. The transcription analysis process took approximately 3 to 4 weeks.

All relevant statements were identified and recorded, and any overlapping statements were excluded. Any remaining statements were considered meaning units of experience and clustered into various themes. Participants' feelings and perceptions were synthesized with verbatim excerpts from their interview transcripts through textual description.

The analysis consisted of three cycles of coding. The first cycle consisted of a priori coding based on the Seven-Step Road Map (Gostick & Elton, 2012). The researcher conducted two additional coding cycles to validate the findings (Saldaña, 2016). To help in the early analysis of the interview data, the researcher developed a priori codes utilizing the study's research questions. An example of an a priori code is "informal communication." For analysis, the researcher used Microsoft Word and Microsoft Excel.

Emotion coding was used to capture the core of the study that explored the relationship between organizational culture, transformational leadership, technology, and organizational effectiveness (Saldaña, 2016). Emotion coding allowed the researcher to

label the emotions of the participants. In addition to coding the transcripts, the researcher took field notes and inferences from the audio recordings and documented emotions witnessed during the interview.

Upon completing a priori and emotion coding cycles, pattern coding segmented and condensed those summaries into smaller categories, themes, and concepts (Saldaña, 2016). As emergent themes appeared, the researcher made connections and patterns. Lastly, the researcher triangulated based on the three levels of participants.

Procedures

Following the successful defense of the dissertation proposal, the respective IRB application was submitted. The researcher adhered to the following procedure to complete the study:

1. Submitted the required information and paperwork and received approval from the Institutional Review Board (IRB) at St. John Fisher College.
2. Pilot tested the interview protocol with a nonprofit employee not included in the study before initiating email correspondence with prospective nonprofit organization participants.
3. Revised and finalized interview questions based on feedback from the pilot interview.
4. Sent introductory emails to CEOs of two medium-sized charitable nonprofit organizations.
5. Sent an introductory email to the nonprofit organization participants on the list provided by the CEO and followed up with a phone call if no response was received after 5 days.

6. Utilized convenience and snowball sampling to determine prospective participants for the initial email communication.
7. Contacted by phone or email, as preferred by participants, to schedule the interviews.
8. Facilitated 10 interviews using the interview protocol (Appendix B).
9. Obtained transcripts of interview sessions using Temi.com and ensured transcription happened concurrently with the interview process.
10. Used the concept of interrater reliability to share early coding notes with a research colleague to determine the reliability of coding decisions.
11. Coded interview data using established a priori codes, emotional coding, and pattern coding.
12. Completed data analysis.

Chapter Summary

This chapter described the specific research methods and procedures used to examine organizational culture and organizational effectiveness in charitable nonprofit organizations. This study was executed in two local medium-sized nonprofit organizations in Upstate NY and analyzed data from 10 interview participants. The interview protocols were based, in part, on the Gostick and Elton (2012) Seven-Step Road Map. In addition, a triangulation was needed to add to the study's validity based on the themes captured from the participants' perspectives at all levels of the study.

Chapter 4: Results

Introduction

Charitable nonprofit organizations have a unique opportunity to engage the community and staff they serve. When leaders of charitable nonprofit organizations work in partnership with their staff, they may have the potential for greater organizational effectiveness. A review of the literature revealed the advantages of increasing organizational culture through transformational leadership. However, the literature lacked information on charitable nonprofits and relationships with organizational culture, transformational leadership, and the use of technology.

In addition, previous research has primarily been quantitative with data collection from the executive level of the organization. In contrast, this study utilized a qualitative approach and examined the perceptions of employees at three levels of the organization, collecting information on their lived experiences. Additionally, the study examined participants' understanding of organizational culture and internal technology related to its continued contributions to charitable nonprofit organizations. The study answered the following research questions:

1. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what leadership practices most contribute to organizational culture in medium-sized charitable nonprofit organizations?
2. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what role does internal technology play in leadership and culture in medium-sized charitable nonprofit organizations?

Chapter 4 presents the data analysis and findings of the study. Themes, subthemes, and key concepts for each research question are presented and investigated. The chapter concludes with a summary of the research findings.

Data Analysis and Findings

Qualitative interviews were used to collect data from employees at the executive level, management level, and staff level. Data were collected over 4 weeks via Zoom at the convenience of the interviewees. In total, 10 interviews were conducted. Interview transcripts were examined through multiple stages of coding.

The first cycle of coding involved a priori codes that were structured around the framework of Gostick and Elton's (2012) Seven-Step Road Map. Emotion coding was used as a second coding cycle. These codes developed from the emotions expressed by the participants (Saldaña, 2016). The third cycle of coding was completed using pattern coding. This cycle grouped summaries into connected categories, themes, and concepts. The analysis of the data through coding provided key concepts, themes, and subthemes for each research question.

Research Question 1

From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what leadership practices most contribute to organizational culture in medium-sized charitable nonprofit organizations?

Results and Analysis

The study focused on organizational culture, leadership practices, and understanding the leadership practices at play in organizational effectiveness in medium-sized charitable

nonprofit organizations. Three themes emerged from the interview responses related to Research Question 1.

Table 4.1

Research Question 1: Themes and Subthemes

Theme	Subthemes
1.1 Welcoming and inspiring	1.1a Trust in management 1.1b Open communication
1.2 Establish trust	1.2a Share the why 1.2b Partner with your talent
1.3 A strong environment of inclusion	1.3a Be more open-minded 1.3b Create a sense of belonging

Theme 1.1: Welcoming and Inspiring. All participants interviewed explained that good leadership involves making your team feel welcome. Mr. Edwards stated, “I would really love an environment where people are singing” (T7, 154). Throughout the interviews, executives, managers, and staff expressed the importance of transparent communication. Additionally, the importance of trust in management became more noticeable during the 10 interviews. The word trust was mentioned over 75 times between all three levels of employees at both Excalibur and Globex. Mrs. Corbin stated, “So, I mean, I think the important thing personally, for me as a professional is to feel comfortable, feel connected, and that we can talk to everybody” (T4, 71-73).

Employees at both Excalibur and Globex provided multiple examples that referenced Gostick and Elton’s (2012) Seven-Step Road Map. These examples have been shown through the development of the subthemes, which all relate to different segments

of the Seven-Step Road Map. For example, the subthemes of trust in management and open communication relate to the following parts of Gostick and Elton's (2012) Seven-Step Road Map: share everything, partner with your talent, and define your burning platform.

Trust in Management 1.1a. This theme refers specifically to the role of making employees feel welcomed and inspired. Many participants talked about the importance of transparency and frequent and honest communication from leaders. Mr. Black, a manager from Excalibur, provided examples of the importance of communicating openly and often and how it could lead to employees feeling welcomed. Mr. Black talked about how he likes to build trust within his team. He stated that he does things like announcing new staff to the existing staff before they arrive. This way, they know who is coming through the door and are not caught off guard (T1, 14-15). He also mentioned that this is a great way for new staff to feel welcomed. Continuing with his explanation, Mr. Black talked about how everyone comes through the door with a degree of trepidation and nervousness, so they are trusting that their manager has set them up for success and their team is there to embrace them, and this starts on day one (T1, 20-22).

When prompted about what leadership practices most contribute to organizational culture, he said:

One of the things I try to do when staff comes in for the first time is greet them personally, walk them around, show them what's where, and introduce them to, at the very least, their immediate team members [with whom] they'd be working. (T1, 23-25)

This thought process connects with the “share everything” from the Seven-Step Road Map. He was reflecting that constant communication helps build organizational culture. As his interview continued, Mr. Black emphasized the importance of employees feeling welcomed. He provided examples of how he takes the extra step in ensuring his team is set up for success:

I walk new employees over to other departments that are close by them as well. I attend meetings with them. My leadership style is to create a welcoming environment for people. I think the more you know, the better you are. So, but definitely, I want input, and I want thought, and I want to create the space to do that. Create an environment that is going to be conducive to keeping and retaining employees. My expectation is that you will develop an ownership mentality of the program that you're coordinating. (T1, 30-47)

He specifically referenced his past experience at prior organizations and detailed how they helped him become the leader he is. As Mr. Black's interview continued, he began to open the flood gates of thoughts around what good leaders should do and what it should look like. He was very detailed and continued by saying:

Do not ask us to come to the executive suite and talk to us about what we're going through. Staff wants to see you in the classroom. They want to see you in the kitchen. They want to see you walking the department halls, and they want to see you in their work environment. I always wonder why do we want them there? (T1, 65-72)

These thoughts support Step 5 of the Seven-Step Road Map. Gostick and Elton (2012) suggested that great leaders think differently about their employees and treat

people like partners. Mr. Black is also speaking of the importance of rooting for each other, such as when Gostick and Elton (2012) suggest that camaraderie in the best workplaces creates operational excellence, compassion, and ownership.

Lastly, Mr. Black stated:

And they want to know that there's that investment at that top level. So, one of the things I would always advocate is to carve out consistent time of the day, you know, and it doesn't have to be extended periods of time because nobody expects to get more than 2 or 3 minutes with . . . the CEO of a company. Do that walk-through, just be visible, say hello. I think that goes a long way and do that, not just with the CEO, but with the executive leadership. I say that because we've had different degrees of it at Excalibur, like my immediate vice president, you know, she's present, she's hugging everybody. (T1, 74-81)

Similarly, Mr. Allen, who is also in management at Excalibur, shared, "I think you really have to dive deeper than that, and you have to, you know, understand the needs of the workforce that you're trying to attract and understand who you're trying to really get through the door" (T2, 8-10).

Mr. Allen also stated:

I think nonprofits, especially in the human services sector, like I am in, are agencies that are prone to high levels of turnover. So, you really have to see what is going to make employees want to stay loyal to your agency in that, I mean, the mission statement (T2, 11-14).

Mr. Allen indicated that it is important for organizations to connect with their employees. For example, he specifically explained that when it comes to making employees feel welcomed, experienced leaders must do the following:

“Ensure employees know that you stand for them and that you stand by them.

Also, what you are about is important, but that’s just the surface level; you really have to dig deeper” (T2, 16-21). He continued by sharing how he has worked for a couple of different nonprofits in the area, and although he has been with his current organization for a shorter period of time than the one, he was with before, he was there for 12 years. He shared things such as the culture and environment that contributed to him hopping around less or having some tenure.

Mr. Allen was very realistic about the connection leaders should form in their organizations. He stressed how the right organizational culture is what kept him on board as an employee. Mr. Allen continued by saying:

I think the way you structure is important. I've actually just seen my program alone at different agencies, structured very differently, and I actually think organizational structure can have a big impact on employees' trust and employee morale. You have to see, if you're structured in a way where employees feel like if they work, they put in is going to ever get them somewhere if they just see like a ceiling there, you're not going to feel very motivated. What ended up having me go to Excalibur at one point was that I did really progressively go up, and I was an associate director at my previous agency, and then I just recognized that I was really going to just be stuck in that mid-level management position forever. (T2, 35-46)

In this very statement, Mr. Allen is providing an example of Step 3 from the Seven-Step Road Map, which is to develop agility. Step 3 suggests that managers need to be forward-thinking and should look into the future and address challenges that prevent employees from capitalizing on new opportunities.

Participants shared that having good direct supervisors is important and facilitates trust. Also, that having management or supervisors that have your back goes a long way in establishing trust. Mr. Allen stated:

When I worked at other agencies and had a situation with a customer, the agency catered to the customer, and it often left me feeling as if the agency did not have my back. It really bothered me when I felt as if I had the agency's back based on the agency policies, but then the agency doesn't have my back. I just went out on a limb for the agency, and then you didn't have my back. (T2, 51-65)

However, Mr. Allen's perception of a company having his back potentially goes against Step 2 of the Seven-Step Road Map to create a customer focus. Gostick and Elton (2012) state that the highest performing cultures and managers convey that employees must focus on customers like lasers and mandate a pro-customer orientation.

He continued by saying, "I think trust is also where, you know a direct supervisor is a good leader, a direct supervisor is trying to build you up as a leader" (T2, 67-68).

Lastly, Mr. Allen stated:

So, I think also having people in the organization who are trying to build people up too and aren't afraid of people who are, you know, coming up the ranks, maybe doing something better than you were outshining, you are taking your job, having

it kind of an environment and culture that supports growth, I think is important too. (T2, 70-73)

He also said, “So yeah, I don’t have the greatest answer to this question, but I can say that I think it’s something that organizations struggle with a lot, particularly in the nonprofit sector where you are trying to balance your mission, limited financial resources and things of that nature” (T2, 95-98).

Interview participants shared the importance of seeing their leaders working alongside them. Some even suggested that they prefer a leader who leads by example. Mrs. Sloan, a staff person at Excalibur, stated, “Well, leaders in nonprofits have to be willing to do the same work that they’re asking their staff to do” (T3, 5-6).

Mrs. Sloan also stated the following:

Especially when you’re dealing with entry-level staff. As a good leader, you need to be willing to also do the same hands-on activities that you’re asking your staff. Cause most of them need to see that and say, hey, my leader is going to do what they’re asking me to do, and I’m ok with that. Meet them where they are. So good leaders recognize their staff for everything that they're doing and are appreciative for what they're doing and work with them. (T3, 6-12)

These strategies support Step 6—root for each other—of the Seven-Step Road Map.

Additionally, Mrs. Sloan reflected:

I would follow someone that has a lived experience in what they’re doing in the field. Leaders need to be passionate about what they’re doing. I typically follow those who are very passionate about what they’re doing because then their excitement, their passion, and their drive makes me want to be where they are and

if I'm not feeling that, then maybe I'm not in the right field. So, I'm usually inspired by those who just do it because they love it. (T3, 27-32)

Mrs. Sloan concluded:

Being transparent! That's a key issue for me is transparency. I understand that there's certain information that staff doesn't need to be worried about some high-level information, but the transparency of what are things coming down the pike that are going to affect me in my role is important, and staff will lose that trust if they feel like you're hiding things from them or there's information that could have affected them. Sometimes being very transparent upfront and then saying, this is how we're going to work together to get through this. I need your input on how you're seeing it just as well, as I'm going to tell you where we are that helps build that trust. (T3, 37-43)

Mrs. Sloan is also speaking of the importance of sharing everything, which is Step 4 of the Seven-Step Road Map.

As interviews continued, participants referenced the importance of feeling supported and heard. During her interview, Mrs. Lucy, a manager from Globex, mentioned that body language is important to her (T6, 5). She also stated, "Making sure that they know that you're there to support them, and answer their questions, listen to ideas, welcome their ideas, and give positive feedback" (T6, 6-8). She also said that she prefers to feel welcomed, not just verbally but also physically (T6, 8-9). Mrs. Lucy's feelings support Gostick and Elton's step for partnering with your talent. Similarly, Mr. Edwards, an executive from Excalibur, stated, "I honestly believe that leaders have to

first be conscious of representation. A sense of belonging. Welcome me. You can be friendly; you can be kind, and you can be nice. Create a space of belonging” (T7, 5-10).

While Mrs. Moore, an executive from Globex, stated, “Welcoming for me, I guess, would be always having an open-door policy is one always being available for your team and your staff. (T8, 6-7) She said:

As far as management leadership is really emotional intelligence, not just with your own emotions or what triggers you, but having on your radar, with your team if there's anything that can trigger feelings, emotions or, you know, have empathy for people” (T8, 7-10).

She continued, “There always used to be the stigma of separating your outside life from work, and as a manager, I don't do that because people come with stuff, and you have to be aware of that and empathetic to it” (T8, 10-12). In this very statement, Mrs. Moore provides an example that supports the Seven-Step Road Map and the need to partner with your talent. Mrs. Moore also mentioned:

People are affected by other things outside. So, my thing is, if you have something to take care of, let me know, and we'll work it out. I need you to be at a good place when you're here because when you're not, it impacts your work and your effectiveness. So, I think that's kind of a welcoming thing. We are like a family here, you know, it's just that kind of atmosphere. I guess my management style is to always have an open-door policy. Developing relationships helps, and it's been rewarding to get to know other people and build trust. (T8, 13-25)

Furthermore, Mrs. Moore stated:

I guess maybe empowering employees. If you know that they have the skills and the knowledge to do the work and succeed, do not micromanage, but give them direction and let them go with that. Honestly, have regular periodic check-ins to see how projects are going or whatever. However, be available for, you know, questions, insight, and constructive criticism. One thing I do to connect is relationship development. You should show you're interested in your people, their wellbeing, and what's going on with them outside of work. (T8, 31-51)

Mrs. Moore is actually providing examples that support step one—define your burning platform—and Step 7—establish clear accountability of the Seven-Step Road Map. In these steps, managers have the opportunity to provide clarity and have a process of accountability.

Open Communication 1.1b. All interview participants unanimously agreed that regular communication is important. During the study, interviewees provided various examples of how they would like communication to work. Communication was considered a way to provide direction within both organizations. Interviewees were realistic about the type of communication and communication style they preferred. As interviewees reflected on the importance of communication, they said things like encouragement, leading by example, setting the tone, and understanding my needs. During her interview, Mrs. Sloan stated:

Communication is more than just having meetings. It's any way you need to communicate, such as text, email, phone calls, seeing them in person, and meeting them where they are. Especially in nonprofits, communication has to be how you get work done because you need to understand what's happening and if you don't

know the style of communication that that person needs, you're going to be at a loss. (T3, 17-21)

Mrs. Sloan's statement supports the need to share everything based on the Seven-Step Road Map.

Mrs. Corbin, a staff person at Excalibur, believes in having a tone of the organization in a top-down approach. She stated:

I tend to think it's probably a good way to approach it from the CEO, that if he can take the lead and then basically set the tone from the top to have you know a constructive working friendly environment for staff, especially people who work directly with the clients in the programs, that will help (T4, 6-8).

Mrs. Corbin's response about communication refers to Step 1—define your burning platform from the Seven-Step Road Map. Mrs. Corbin seeks to have a leader who provides clarity on the organization's mission based on her interview response. She continued to stress the importance of defining your burning platform and sharing everything from the Seven-Step Road Map in her statement:

Put policies and procedures in place. Encourage people to speak up and participate in any discussions of these issues that feel important to talk about, to discuss. Let people know that our culture wants people to know that management and the senior management want people to participate and discuss any issues. (T4, 9-16) . . . I feel that it was good communication that he told staff it's ok to express their concerns, and later on, some people actually responded to him, expressing their appreciation. (T4, 15-16)

However, Mrs. Moore from Globex stated:

Having a sense of direction on where you want the organization to go. Instill that in the key management and staff, and really push that down to the different departments and divisions to help design their programs and endeavors in line with the agency vision. Really having some kind of reporting and being transparent and not really hiding anything. (T8, 56-77)

Mrs. Moore's statement is an example of defining your burning platform from the Seven-Step Road Map.

Mr. Black mentioned there is regular communication through email, which is great. But he prefers asking questions of interest so that "people know, you know, what is going on" (T1, 83-96). He considers that to be one of the little things. He stated, "So the traits that I believe lead to that are transparency, I think especially in nonprofit nonprofits, people who work in nonprofit have a different motivation that people who work in for-profit, you know, or even the public sector" (T1, 121-123). Lastly, he said you have to be able to communicate the vision and be able to communicate how that vision can be implemented. (T1, 147-148)

When speaking with Mr. Allen, he stated:

Leaders should have a leader building leaders type mentality, and not shy away from difficult conversations or things like that, but always try to build up, but also critique and give good feedback, and iron sharpens iron, and you're really just building people up" (T2, 108-110) I also think that leadership having a connection with the workforce and having a lot of communication. (T2, 111-112).

Mr. Allen's statement supports the need for organizations to partner with their talent based on the Seven-Step Road Map.

Mrs. Corbin mentioned during her interview that she likes constant communication. She prefers to have an open relationship with her manager. This is in alignment with the need to share everything. She stated:

Keeping the communication channel open, discuss any issues that might come up. I personally feel that her office door is always open. I feel comfortable talking to her about different issues, whether it's audit-related a routine discussion about different issues with the financial statements. I feel that my voice is always heard now. Our finance office has a weekly meeting. So, every week, we set up about an hour to talk about our things, our activities, whether we do what we plan to do, what to accomplish this week, and any issues that come up. (T4, 26-37)

Mrs. Corbin concluded:

So, I tend to think communication is the key. The open-door policy is important and just; I think overall, the culture is in place for us to basically have open dialogue and discussion, you know, whenever there's a need for it. Keep the communication channel open. Let people know about what's going on. So basically, I think it's open communication and timely communication to let staff know what's going on. Our leadership has been quite open about what our policy is and what needs to be done. Basically, let everybody know what's going on through emails, especially because a lot of people are working remotely from home, or let the directors of different programs know if there are any issues (T4, 41-59). . . . So, I personally feel comfortable talking not only to my supervisor but also with my coworkers whether through emails, phone calls or face-to-face discussions to talk about any issues or questions we might have. (T4, 38-41)

Theme 1.2: Establish Trust. This theme highlights that trust within the charitable nonprofit sector contributes to organizational culture. When interviewing employees of Excalibur and Globex, many had similar answers on what they feel contributed to organizational culture. Many of the responses established subthemes about sharing the why and partnering with your talent.

Mr. Allen, a manager from Excalibur, stated, “Staff have this desire to see executive-level staff in their environment. Do not come to the executive suite and talk to us about what you're going through” (T4, 64-66). He also stated he often wonders why individuals want leaders in their space because, in his mind, if they're in your space, they're not doing their job. But it took him a while to realize it's okay because they, meaning employees, need to feel connected to the direction of the company and the goals of the organization (T4, 69-72). He finished by saying, “They want to know that there's that investment at that top-level” (T4, 74). Mr. Allen's response aligns with several steps of the Seven-Step Road Map. He provided examples of partnering with your talent, sharing everything, and developing agility.

Share The Why 1.2a. Connected to establishing trust, the interview participants discussed the importance of truth and transparency. Individuals in these organizations were all in agreement on sharing things promptly, being direct, and being truthful. It was said that having communication is huge to the organizational culture. As Mr. Black stated, “in terms of building that organizational culture, showing that organizational culture from leadership, one of the things you need to be in this transparent, you need to be committed” (T1, 127-129).

Mr. Black continued:

You need to be good. You know, I think that's something that a lot of people say about leadership, but nobody wants bad leadership. You can't put your faith in bad leadership, so you have to be good, you know, and people have to know that you're good and then more important. They have to believe that you're good. (T1, 131-134)

This approach to sharing the why would indicate organizations' desire to be transparent and truthful. It also shows the actions leaders should take to create an organizational culture of communication. Mr. Black also stated, “you need to have a bit of a servant attitude” (T1, 134). Mrs. Sloan echoed Mr. Black’s comments, but she also added that it's important to have strategic plan and how the organization plans to stay true to it. (T3, 83-84)

Similarly, Mrs. Dewey stated:

Communication is huge. So, to have that communication piece is a big thing. It trickles down from the top. Honesty, integrity, character, the ability to open up and be your authentic self, and people know you’re being real. Share your story. Being able to have the ability to share, I think, is huge when it comes to being able to create a culture. (T5, 14-15)

Reliance on their organization’s way of communicating was a point of reflection for the interviewees. Mrs. Lucy from Globex stated:

I think communication is key. Communication has to be both ways; you have to be willing to sometimes just listen and not provide feedback but provide feedback when necessary. But I think communication is key because I think most misunderstandings are due to a miscommunication. (T6, 14-16)

Mrs. Lucy's reflection indicates that charitable nonprofit organizations' employees prefer constant and clear communication. In fact, the statements of all the interviewees show alignment with Step 4—share everything—of the Seven-Step Road Map.

Partner With Your Talent 1.2b. The importance of understanding the need to partner with your talent was evident in the interviewee's responses. This thought process connects with the Seven-Step Road Map and realizing that your organizations' success is the result of your people. Mr. Allen from Excalibur stated, "I do think the idea that from leadership top-down cultivating in an environment where you want everybody in your organization to continually grow, to get to the next level" (T4, 106-108). Mr. Allen further reflected:

Making their presence known, making the entire workforce feel supported top-down, and you know, also I think having some level of dialogue in, in vulnerability with the workforce as well, I think is important. I remember when I first started my career it was meaningful to me when like agency leadership would visit and see the work that I was doing. I would feel seeing people feeling presence was important, and having them popping in and, and to some degree and having that dialogue, that was important. (T4, 116-125)

Mr. Allen also stated during his interview that "a culture of good communication, team atmosphere, but not in one where it feels like you're just getting a pizza party for showing up" (T6, 155-157). Mr. Allen is speaking of the importance of collaboration and working together. His response enhances the importance of partnering with your talent from Gostick and Elton's Seven-Step Road Map.

Mr. Allen's understanding of the need to partner with your talent was emphasized by Mrs. Lucy when she said, "Trusting me to make the right decision and not micromanaging and allowing room for growth and for mistakes to happen" (T6, 21-23). Mrs. Lucy continued, "I think it's important to reach out to them even if the work is being done, just to see how things are going. I think creating opportunities for connections between the team and the individuals playing different roles" (T6, 28-30). Similar to Mr. Allen and Mrs. Lucy, Mr. Black stated, "I go back to ownership" (T1, 151). Mr. Black suggested that providing ownership to your employees creates a culture for development:

Give space for people to own a piece of what you're doing so that you can further what it is that you're doing. Continual development and leadership. I do believe in creating a cultural environment where you can build from the base, and then you can move people on and constantly train, but steadily and consistently transition people. I think that it is better for individuals to develop and grow. (T1, 151-255)

Theme 1.3: A Strong Environment of Inclusion. This theme relates to inclusion in charitable nonprofits. Mr. Edwards stated, "A strong culture of inclusion creates a sense of belonging" (T7, 156-157). The employees at both Globex and Excalibur were asked questions about best practices that contribute to organizational culture in charitable nonprofits. As a result, two subthemes emerged. One was to be more open-minded, and the other was to create a sense of belonging.

Be More Open-Minded 1.3a. Mrs. Corbin, a staff employee at Excalibur, stated, "We want to have the diversity, and also, we want to make sure that everybody feels included" (T4, 18-19). Mrs. Corbin continued by saying it's the job of senior leadership and program directors to ensure there is diversity (T4, 25). Mr. Edwards, an executive

from Excalibur, stated, "Well, my experience has been that in any non-for-profit that I have visited, have applied to, or worked for, I would say they were all welcoming, but there wasn't a sense of belonging" (T7, 10-12). Mr. Edwards continued by saying:

So, to me, the mission statement encompasses the whole, so it's the community, the stakeholders, individuals accessing services, and the employees applying and working for the organization. That, to me, is that piece that is inspiring is when you can capture that as a leader. Being true to your mission and maintaining integrity and upholding your mission. Outward communication (T7, 21-30).

Mr. Edward's reflection on being more open-minded supports the first step of the Seven-Step Road Map and the second step as well. In his capacity, he is tasked with ensuring both individuals internally and externally have inclusion.

According to Mr. Edwards, being more open-minded is what you have on your walls in the waiting rooms, break rooms, throughout the building, and the photos and magazines you have (T7, 31-32). He also reflected that you have to have a welcoming environment, and he is a firm believer that you have to be amongst the people (T7, 33-44). Mr. Edward's statement about being amongst the people supports Step 5 of the Seven-Step Road Map. Mr. Edwards further elaborated that being amongst the people means sitting with them during breaks, lunch in the cafeteria, and inviting them into your personal space (T7, 45-46).

Mrs. Lucy corroborated with Mr. Edwards and suggested there be an implementation of steps and strategy and the steps that will need to take place to reach the goals (T6, 38). She continued, "How are we going to communicate with and support

the individuals in the communities” (T6, 39-40). Mrs. Lucy’s comments align with Step 3—developing agility—of the Seven-Step Road Map.

Create A Sense of Belonging 1.3b. Of the three levels of both charitable nonprofit organizations, the executive level indicated the need to create a sense of belonging. In fact, Mr. Edwards from Excalibur had the most to say regarding this. Mr. Edwards stated, “I’m more of a ‘for the people’ versus the title because I’m not so far removed from being in those shoes; I’ve always worked two jobs” (T7, 55-56). He also stated, “Leaders need to be mindful of the messages they’re sending when they don’t engage with people beyond their level of, you know, title” (T7, 59-60). Mr. Edwards thought process supports Steps 3 and 5 of the Seven-Step Road Map. He shared:

I really like one-on-one and team approaches. So, I prefer a one-on-one conversation. So, then there’s that time for a one-on-one to build relationships and build trust. There is also a time to come together as the whole group; once a week, I meet with my team, just myself and the directors, and not in a business sense, and it’s more of a checking in; how are you all doing? How was your week? How was your weekend? (T7, 65-71)

Mr. Edwards is referencing share everything and partner with your talent, the fourth and fifth steps of the Seven-Step Road Map (Gostick & Elton, 2012). He continued:

. . . just a moment to kind of just have freedom of expression because it’s in the one-to-one meetings when we’re doing the work, and in those one-to-one meetings, that’s where it’s like the unspoken covenant that I’m speaking to you in confidentiality. (T7, 72-74)

During his interview, it was also shown that he genuinely believes in people and ensures they feel like they belong. He referenced such words as vulnerability, transparency, and representation (T7, 106, 151).

Mr. Edwards also stated, "If people don't have a sense of who you are and if there isn't a willingness to be vulnerable and share again, I think that it is very hard to have people trust you and follow you" (T7, 108-109). Mr. Edwards concluded by saying, "If I could wave my magic wand, there would be representation more than just one of the different genders/racial/ethnicities/levels of abilities/creed/orientation" (T7, 152-154). As shown in his statement, Mr. Edwards is passionate about his people and customers. His very statements reflect Steps 2, 3, 4, and 5 of the Seven-Step Road Map.

Research Question 2

From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what role does internal technology play in leadership and in culture in charitable nonprofit organizations?

Results and Analysis

This study sought to better understand internal technology's role in leadership, culture, and organizational effectiveness in medium-sized charitable nonprofit organizations. As a result of this examination, two themes emerged for Research Question 2. These themes are (a) technology makes an efficient and compliant culture and (b) leaders engage us. Table 4.2 depicts the themes and subthemes for Research Question 2.

Table 4.2

Research Question 2: Themes and Subthemes

Theme	Subthemes
2.1 Technology Makes an Efficient and Compliant Culture	2.1a Building Efficiency 2.1b Data/Systems Management
2.2 Leaders, Engage Us	2.2a Employee Engagement 2.2b Effective Communication

Theme 2.1: Technology Makes an Efficient and Compliant Culture. This theme highlights the importance of technology and its ability to drive efficiency. The interviewees were asked to reflect on their existing use of technology and how their organization utilizes it. Mr. Edwards stated, “So I think it's imperative for not-for-profits to recognize the need to invest in technology because that's going to be the building block” (T7, 241-242). The resulting data confirmed that technology is beneficial in building efficiency and compliance in medium-sized charitable nonprofit organizations. The participant's responses are organized into two subthemes. These subthemes are building efficiency and data and systems management.

Building Efficiency 2.1a. All interviewees consistently identified the need for efficiency. Interviewees frequently discussed the need for access to technology and the ability to understand how to use it effectively. It was evident that both organizations, Excalibur and Globex, were struggling with using technology and recognized their need to adapt and use technology. Mr. Black stated:

You need technology. You need to teach your consumer base how to use technology. One of the things we did during this pandemic was developed a crisis response. We developed a pandemic effective response team. There’s a digital

divide with a large segment of population that can't use technology. We realized that and started giving away free chrome books and lessons on how to use them. (T1, 371-376)

In this statement, Mr. Black is saying that his organization realized the individuals they serve had a need for technology resources in order to be able to communicate with individuals at Excalibur. So, they provided the resources as a way to communicate and to help with efficiency. This is a great example of creating a customer focus, Step 3 of the Seven-Step Road Map. Mr. Black also suggested that nonprofits need to know technology well and should make sure their consumers are well versed enough to use technology (T1, 382-384). He also stated:

The other thing that I think we need to do as an organization is we need to understand what mediums people are using. We need to adapt to the target audience. Every agency needs to have a social media director. You need to think about the staff you're hiring. When you're hiring, is there a technology component to the job description? (T1, 386-400)

During the interview, Mrs. Sloan described her organization's technology as limited. She said many nonprofits feel technology and the cost of technology is what's preventing them from doing more (T3, 116-117). She also mentioned that if a nonprofit were to invest in their needed technology, they would become more accessible to the people they serve (T3, 117-119). She concluded answering these questions:

I think technology helps with our time efficiency. There are systems that can be put in place to help us not spend our time trying to do more hands-on type things. So, if we have more time to not worry about the paperwork and the day-to-day

and we had more systems put in place where it does that for us, that now alleviates our time because in nonprofit, we don't have the people put in place that can do this. We're usually doing any and everything. So, if we can have systems that can do that without a human doing it, that saves us more time for us to be more innovative and be there in other ways. (T3, 138-144)

Based on Mrs. Sloan's comments, she appears to be looking for her organization to develop agility, which is Step 3 of the Seven-Step Road Map. According to Gostick and Elton (2012), employees are insistent that their managers see into the future and do a decent job of addressing challenges and capitalizing on new opportunities.

Similarly, Mrs. Corbin referenced that being a nonprofit, her organization has limited resources, and they only have desktop computers (T4, 87-88). They don't even have laptop computers, which makes it difficult for them to work remotely. However, she stated:

Many staff have been able to work from home because they are using their personal laptops. So, in order for them to be efficient, they will need to have the ability to dial into their system and use the databases to continue working. (T4, 88-90)

Mrs. Corbin noted:

We do have an IT manager, but a lot of times, you know, we have to rely on outside professionals to figure out what was the issues, even if it's a simple thing that we've got to let them know we changed the password or some of the connectivity issues with our upgrades (T4, 123-126) So, I don't have a wish

list, to be honest with you; however, I tend to think if everybody can have a laptop on top of the desktop is probably a good thing to have. (T4, 126-127)

Mrs. Dewey expressed concerns about their technology being archaic (T5, 163). She stated, “So, I feel like we're still operating the same way, in some instances, like 20 years ago, because we don't have credit cards” (T5, 166-167). As the interview continued, she talked about how they still have to get vendor information and mail paper checks for payments. Everything is paper; she said, frustrated (T5, 163-164). Mrs. Dewey stated:

Our processes here are not streamlined. So yeah, we're not operating efficiently when I feel like technology is huge. We have; the world is our oyster with technology right now, and if the organization understood that we'd be able to do a heck of a lot more, especially when a pandemic comes and now you've got to do everything virtually. Obviously, technology is the way of the future. We don't have the correct technology. Our technology is slow, and at one point, our internet was extremely slow (T5, 176-207) So, you want to talk about efficiency and time waste and how much human capital we are wasting on the inefficiency of technology? A lot more could be done if we had the upgrade of technology. (T5, 208-210)

In her statements, Mrs. Dewey provides ways her organization could utilize Step 3, develop agility, and Step 5, partner with your talent of the Seven-Step Road Map.

Mr. Edwards, an executive from Excalibur, expressed that his organization is 4 to 5 years behind its counterparts (T7, 195-196). He then clarified and said, “They are more likely a decade or more behind in the sense of they do everything on paper” (T7, 196-198). He followed up by saying, “Everything is on paper at this organization, and we

need to be mobile and digital, especially when out in the community” (T7, 198-208). However, he did say, "We have the wrong mindset; we have a midsize, not-for-profit mindset, whereas if you want to expand and grow, you have to leave all of that little pick up this piece of paper and put it over here and begin to work and navigate in this virtual world of technology" (T7, 227-229).

Data/Systems Management 2.1b. Development of the need to maintain data and have internal systems in place was apparent during interviews. A strong consensus among both organizations' executive, management, and staff levels agreed with a need for data and systems management. When asked about how technology helps with efficiency and compliance, Mrs. Dewey stated, "So having, I guess electronic payments would be amazing, especially in this day and age, making our job extremely more effective and efficient" (T5, 169-171). Mrs. Sloan stated, "We have a couple of databases right now, but we need more that are more user-friendly that can also help with people that English is their second language” (T3, 130-132). These are both examples of how Steps 2 and 3 of the Seven-Step Road Map create a customer focus and develop agility.

Mrs. Corbin stated:

It takes time, and we try to use technology as much as we can. Some of the laptops are quite old, and it came to the point where there's an issue with being able to work remotely because they were obsolete. Getting a new computer is a complicated process. If we have the resources, we can address things right away (T4, 96-106) It has been rough for us to be able to continue working remotely for most of our staff last year and also continue to address any issues that the clients might have due to our technology. (T4, 111-112).

Mrs. Corbin described several pain points that refer to Gostick and Elton's Seven-Step Road Map (2012), such as create a customer focus, develop agility, partner with your talent, and establish clear accountability.

Mr. Allen succinctly stated, "So having appropriate technology that is really geared towards my program, I'm able to easily form a financial perspective and see how my program is doing in real-time" (T2,305-307). His statement referenced the perception that charitable nonprofit organizations do not have the resources needed to operate efficiently. Mr. Allen also reflected on the importance of systems that allow him to do his job:

I used to have to wait until I was billing 8 weeks later to see 2 months ago to see if it was true finances. I had like eight spreadsheets open and Salesforce and combining them together to predict what things were. (T2, 307-312)

Participants in the study placed importance on the ability to see everything in real-time. Mr. Allen appreciated the ability to see where payments are pending and the need to see how much staffing has been used. Mr. Allen shared that with the implementation of a new system, he could now compile reports to conclude, "I'm going to bill a \$500 fee or a \$650 fee, or it shows me all of those things I'm billing" (T2, 313).

Theme 2.2 Leaders, Engage Us. This theme refers to leaders' roles when engaging and communicating with employees. The interviewees referenced the importance of being engaged when it comes to carrying out the organization's mission. They also spoke on the importance of information and the need to have frequent and transparent communication. Interviewees from both organizations consistently referenced the use of technology as a way of engagement and communication. Mr. Black stated, "So

in terms of using technology to manage situations, technology goes back to very basic non-technological things, you know, it's commitment to communication, 90% of every problem that exists can be resolved with effective communication” (T1, 464-466). The importance of engagement was evident in two subthemes that emerged from the data analysis. The first subtheme involves employee engagement. The second subtheme addresses the need for effective communication that employees are seeking in order to feel aligned with their organization.

Employee Engagement 2.2a. The importance of leaders engaging employees in conjunction with the use of technology was evident in interviewee responses from all levels of both organizations. This mindset connects with the Seven-Step Road Map steps of sharing everything and partnering with your talent. The interviewees reflected on their past and current experiences with their prior and current organizations. Mrs. Corbin stated, "So I feel personally that it's important to have a culture so that you not only feel comfortable coming to work, but you know this work is a pleasant place to come to work" (T4, 232-234). Additionally, Mrs. Corbin stated:

I typically look for leadership, professionalism, and fairness. I've been lucky in having a very good boss, very supportive and very professional. They are open to discussions, you know, and she has been a professional in public. Now in terms of the culture, what I like to see is a constructive working relationship with other staff and that I feel more comfortable talking to them. You know, more of a camaraderie so that when we talk, or we work through different issues, we feel that we can always be open to each other and have a good heart-to-heart discussion. (T4, 224-232)

Mrs. Corbin's comments were corroborated by Mrs. Dewey, who said:

I guess just reiterating that cultural fabric, you know that feel, that tangible feel when you walk in when you walk into a place when you meet somebody when you meet part of an organization, how do you feel? You know, your gut tells you a lot (T5, 258-260).

Mrs. Dewey further reflected on the need for employee engagement by stating, "So, you know being informed on what you actually have behind you, would be really good and having access to the technology and knowing how to get it" (T5, 238-240).

These statements by both Mrs. Dewey and Mrs. Corbin support the steps of share everything, partner with your talent, develop agility, and establish clear accountability of the Seven-Step Road Map. This is further shown by Mrs. Dewey's statement: "People want to know what their goals are and where their accomplishments" (T5, 245-246). She continued by saying:

What are the results of them? What are people saying about you as an effective organization? So, have you met your goals? Have you created a strategic plan, and is it being met? Are you effectively doing what you set out to do in the community? And then what are people saying about you? (T5, 247-251)

Mrs. Lucy, also speaking on the importance of technology and employee engagement, stated, "When I think about technologies, things like making sure that we have access to the internet, and to different programs that would allow us to be quicker and more engaged" (T6, 93-95). She also stated that technology allows individuals to communicate with each other and create. Mrs. Lucy's suggestions align with the Seven-

Step Road Map, more specifically Step 3, which is to develop agility. They are also in agreement with share everything, which is Step 4 of the Seven-Step Road Map.

The interviewees were very clear and realistic about the importance of technology and its use for engagement in their organization. Mr. Edwards clearly stated, "So I think it's imperative for not-for-profits to recognize the need to invest in technology because that's going to be the building block" (T7, 241-242). Mr. Edwards shared how now that they have experienced Zoom and working remotely, it's more of an inclusive environment. He also stated, "So the more technology, the more inclusive we are and were able to hire and accommodate people with disabilities" (T7, 239-240).

Based on the interview responses, it appears that implementing technology into each organization's day-to-day was important to the interviewees in this study. Many interviewees stressed their desire to be engaged via technology and how easy it is to communicate and get work done. These responses were unanimous across all three levels of each organization.

Effective Communication 2.2b. Connected to employee engagement, the interviewees discussed how leaders in their organizations communicate. Generally, communication has been discussed throughout the interview process in other areas of this study. However, some interviewees had more to say about effective communication than others.

Mr. Black stated, "So to effectively manage people; the technology must be effective to ensure that there's parity amongst an organizational staff in terms of access and usage of technological equipment" (T1, 482-484). Also, as stated above, Mr. Black feels technology has the ability to manage situations and could assist with a commitment

to communication. Mr. Black also said he believes that 90% of every problem that exists could be resolved with effective communication. Mr. Black is providing an example of defining your burning platform, which is Step 1 of the Seven-Step Road Map. However, he did admittedly say the following:

I'm struggling trying to maneuver around this question because, to me, this question is really all about the leadership. It is all about your commitment to use your technology, you know, most effectively for your organization, and, you know, that's it. If you, as a leader, are not committed to that, then I just think that it just doesn't matter what you have in front of you. It just does not matter at all.
(T1, 485-488)

Mr. Black's responses appeared to be authentic and realistic. During his interview, he spoke with passion, and he was very specific in his responses. Throughout his interview, he touched on many steps of the Seven-Step Road Map, and regardless of the example he provided, he pointed back to the commitment of leadership.

Similarly, Mrs. Lucy stated, "It has to start at the top" (T6, 128). She reflected that it's important for leadership to use technology for communication. She also stated, "Technology has to be people friendly and used correctly when communicating" (T6, 73). Mrs. Lucy is providing examples of developing agility from the Seven-Step Road Map. She also stressed the importance of technology and how you cannot get the work done without it. Although communication plays a role in each organization, the recurring word that seems to bond effective communication is technology. It is very apparent that interviewees feel technology can drive organizational effectiveness.

Summary of Results

This chapter presented the results of 10 interviews conducted individually with 10 employees from two medium-sized charitable nonprofit organizations. Interviews were conducted with employees from the executive level, management level, and staff level of each organization. For Research Question 1, data were analyzed to understand the specific practices contributing to organizational culture in medium-sized charitable nonprofit organizations. Three themes emerged from the results of the analysis. The first theme was “be welcoming and inspiring.” The second theme was “establish trust.” The third theme that emerged was “create a strong environment of inclusion.” The interviewees acknowledged views surrounding organizational culture, leadership, and the use of technology. These views were clearly shown at both organizations and evidenced by all three levels of employees at each organization. Executives interviewed at both organizations shared the importance of greeting new employees on their first day of work and introducing them to their peers and other departments within the organization. Similarly, employees from the staff level at each organization expressed their appreciation for a leader that is transparent, authentic, and openly communicates. Lastly, management in both organizations agreed that it is their job to create an organizational culture inclusive of individuals internally and externally.

Research Question 2 focused on the role internal technology plays in the leadership and culture of medium-sized charitable nonprofit organizations. During this examination process, two themes emerged from this question. The first was “technology makes an efficient and compliant culture.” The second theme revealed was “leaders

engage us.” Additionally, these themes highlighted the importance of technology in medium-sized charitable nonprofit organizations.

Connections to the Seven-Step Road Map framework emerged from the data analysis and analytic memos. Memos recorded during the interviews helped with the development of the themes and subthemes. The use of memos helped capture visual reactions observed during the interviews. When interviewing Mr. Allen, he became very excited when discussing the importance of communicating with his team. He stressed that people have the right to know what is going on within the organization they work for and should have real-time information. Mr. Allen’s strategy connected to share everything from the Seven-Step Road Map.

The use of memos also helped capture individual interviewees’ levels of frustration or excitement about certain practices within their organization. These analytic memos and data analysis helped show alignment with the Seven-Step Road Map framework. Keywords or statements were with many of the steps. Keywords such as belonging, communication, mission, vision, support, and accountability were used during interviews, and referred to steps in the framework. During this study, all interviewees demonstrated clear and transparent responses to each research question related to organizational culture, leadership practices, and use of technology. Communication opportunities were evident in the organizational culture of both organizations. However, differing points of view demonstrated that there are areas for improvement to fully impact organizational effectiveness.

These findings are discussed in Chapter 5. The study’s limitations and recommendations for further research are also posed, as well as the study’s conclusion.

Chapter 5: Discussion

Introduction

While researchers have studied organizational culture in nonprofit organizations, existing research has yet to provide significant insights regarding the working relationship between organizational culture and the use of internal technology to further organizational effectiveness in charitable nonprofit organizations. The purpose of this study was to contribute to the body of research on organizational culture, including internal technology and leadership practices within medium-sized charitable nonprofit organizations. This chapter provides an overview of the research findings and the implications of these findings. In addition, limitations to this study are provided, as are recommendations for future research and practice. The Gostick and Elton Seven-Step Road Map framework (2012) guided the following research questions for this study:

1. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what leadership practices most contribute to organizational culture in medium-sized charitable nonprofit organizations?
2. From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what role does internal technology play in leadership and culture in medium-sized charitable nonprofit organizations?

As a result of the analysis of the interview data, several themes emerged from this study resulting in four key findings.

Implications of Findings

The key findings of this study will be discussed based on how they aligned with the existing literature and Gostick and Elton's (2012) Seven-Step Road Map framework. The study produced four key findings. First, in medium-sized nonprofit organizations, it is critical that needed resources are allocated for all aspects of internal technology. Second, leaders need to model and foster an organizational culture that is supportive of the use of technology and the necessary training for systemic adoption. Third, employees of medium-sized nonprofit organizations need to feel a sense of belonging that is cultivated by the leader. Fourth, consistent information sharing with all employees creates a level of transparency and helps build an authentic culture.

Finding 1: In Medium-sized Nonprofit Organizations, It Is Critical That Needed Resources Are Allocated for All Aspects of Internal Technolog

IT has been defined as “applied computer systems, including computer hardware, software, programs, computer networking, and consulting services to support the use and implementation of information technology” (Hackler & Saxton, 2007). However, for the purposes of this study, information technology refers to the components of technology such as internal technology and enterprise technology. The use of technology can help medium-sized nonprofits with innovation, improve efficiency, and provide better delivery on their mission. It was evident from data gathered that technology resources in medium-sized nonprofits are limited. However, a comparison between Globex and Excalibur interviewees revealed differing internal technology resources. For example, employees of Excalibur felt they had great technology resources and that their organization did a good job adapting to the pandemic and making sure they could operate remotely.

In contrast, employees from Globex were frustrated at the lack of technology resources available to them. In fact, an employee mentioned they had to purchase a laptop on their own to work remotely. This was not evident in the literature prior to this study. This finding from this study adds to the existing literature to further the understanding of how nonprofits vary in technology needs and levels of implementation.

Despite the varying technology needs, there was a consistent theme across all organizations included in this study. Specifically, as interviewees described their technology resources, it became evident that their organizations were struggling to meet their technology needs. For example, Mr. Allen stated:

If they are not willing to budge and step into new ways of thinking, decide on new services, take risks on new technology or things that might have a cost upfront, but could benefit the agency, then they are risking not being effective. (T2, 373-376)

When interviewing employees of each organization, statements were made about employees lacking the technology resources needed to do their job and having the funds to pay for the technology they need. Mrs. Dewey stated she had to purchase “stuff” on her own and wait for reimbursement and that sometimes took 2 to 4 weeks, and sometimes she was not even reimbursed. (T5, 164-166)

This finding highlights the importance of Gostick and Elton’s (2012) Seven-Step Road Map. Their framework suggests that organizations develop agility, which requires companies to plan for the future and address challenges. It was clear that technology is an ongoing challenge in medium-sized nonprofit organizations, and often organizations respond with a quick fix or no solution at all. Additionally, the acceptance and

implementation of current technology allow organizations to partner with talent (Gostick & Elton, 2012).

However, it should be noted that different organizations view their technology needs differently. For example, employees at Excalibur mentioned some pieces of internal technology they would desire, but they felt they had the technology needed to be successful. Mr. Black stated, “. . .so in terms of systems; we are really good” (T1, 418). Mr. Black also stated, “Everyone is working off laptops, surface pros, and modified tablets at home, so in that area, I think as an agency, we are good” (T1, 423-424). He continued by saying that with the exception of social media—they are “more like 2012 in that area”—but people are working off multiple devices in terms of technology (T1, 419-422). Mr. Black’s statement suggests that medium-sized nonprofit leaders need to stay relevant. Social media has the ability to reduce marketing costs and is a cost-effective way to communicate with clients, make your organization visible, and build trust.

Charitable nonprofits that exhibit creative solutioning understand that they have to allocate resources for all aspects of technology even though the capital expense may seem daunting. To reinforce this finding, prior research, such as Hackler and Saxton (2007), stated that nonprofit leaders should have a better appreciation of IT’s full potential. To achieve this, leaders will have to embrace the need to use technology. As stated in the literature, leadership is the ability to influence the behavior of another person or group to achieve a vision or a set of goals (Robbins et al., 2010). This study suggests that leaders set the guidance in which an organization operates, and if leaders see value in technology, then the rest of the organization will. The study also points to Gostick and Elton’s (2012) guidance by reinforcing the need to define your burning platform, share

everything, and establish clear accountability. Leadership can focus on these steps to demonstrate to employees that nonprofit leaders are interested in their needs.

Finding 2: Leaders Need to Model and Foster an Organizational Culture that is Supportive of the Use of Technology and the Necessary Training for Systemic Adoption

As stated in the literature, charitable nonprofit leaders face immense pressure to effectively perform and respond to demands from funders, philanthropists, and board members (Marx & Davis, 2012). Training related to technology appears to be absent or inconsistent in medium-sized nonprofits. All interviewees identified the need to embrace technology as part of its organizational culture. Moving beyond their realization of this need was their desire to see leadership at the executive-level support the need for internal technology and the ability to use it as a communication tool. Making this a priority would align several steps in Gostick and Elton's framework: develop agility, share everything, partner with your talent, and establish clear accountability. Based on the findings of this study, there is an increasing awareness of how effective leaders use technology for training and development. However, medium-sized nonprofits do not plan for training or consistency in these areas.

Organizational culture is a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration. This has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel about such problems (Schein, 2010). "Partner with your talent" (Gostick and Elton, 2012) was identified by interviewees and their interest in leadership to use technology as part of the organizational culture. Mr. Black

stated, “I think effective leaders aggressively use technology” (T1, 440-441). He continued and said, “It is really about leadership and using the technology that’s there and constantly learning” (T1, 443-444). These strategies support the need to define an organization’s burning platform, which is the first step in Gostick and Elton’s road map (2012) for organizations. Furthermore, this presents an opportunity for leaders to support their organization's mission and make it clear to employees that they will do whatever it takes to introduce the best internal technology to support them.

The participants in all interviews recognized the efficiency technology provides for their organization. Mrs. Corbin stated, “Technology allows work to be done in a remote environment, especially during these times of being in a pandemic” (T4, 101-103). She also stated that technology such as Zoom provides the ability to have group meetings. Mrs. Corbin provides examples of efficiency, but she also shows how leaders can remain connected to their teams in a hybrid work environment. Also, these strategies represent the third step—to develop agility—from Gostick and Elton’s Seven-Step Road Map (2012). Additionally, this is also supported by Stid and Bradach's (2009) research, who stated that if nonprofits want to grow, they must develop leaders who can effectively move the organization forward.

When technology becomes a part of the organizational culture, it is internally and externally needed. Charitable nonprofit organizations serve client bases that rely on their services. However, the majority of these client bases are in marginalized communities and lack technology resources. When the COVID-19 pandemic occurred, nonprofit organizations had difficulty providing services to individuals requiring face-to-face communication. The Excalibur organization developed a pandemic effectiveness

response team to pivot in this environment. This strategy aligns with the second step of the road map: create a customer focus (Gostick & Elton, 2012). According to Gostick and Elton (2012), the highest-performing cultures mandate a vigorous pro-customer orientation. According to Mr. Black, they realized there was a digital divide with the population they served, so they gave out free chrome books and lessons on using them.

Finding 3: Employees of Medium-sized nonprofit Organizations Need to Feel a Sense of Belonging That is Cultivated by the Leader

The interviewees in this study were very specific in communicating their desire to belong. In a medium-sized nonprofit, it is essential to establish that sense of belonging and create a culture that exemplifies supporting each other and collaborating. Everyone talked about trust and authenticity. This signaled that these employees have to feel a sense of a larger purpose. In order to do this, nonprofit organizations should collaborate with their employees to connect and support them as much as possible. These strategies align with “partner with your talent” and “root for each other,” the fifth and sixth steps from Gostick and Elton’s (2012) Seven-Step Road Map.

For example, Mrs. Corbin stated:

I think it is important to have a great working environment, where people like coming to work because we spend 8 hours a day here, 5 days a week. Come up with different ideas to deal with the stress of not being able to come to the office.

Keep activities going. (T4, 68-80)

Similarly, Mrs. Sloan stated:

Well, if you take out the title leader and see them as they are just another peer with me and that their role is just as important to my role. Then I think there is

more connectivity. If I stand by, I am the leader, and you follow, you will not want to follow me. But if I look at you as what you are bringing to the table is important, I am more likely willing to connect with you. (T3, 47-51)

Both of these strategies align with previous research studies, such as Metin and Coskun (2016), who stated that organizational culture relies on trust, confidence, and willingness of members of the organization to take responsibility to positively influence organizational effectiveness.

This study's consistency in findings should encourage leaders in medium-sized nonprofit organizations to further understand the impact of cultivating an organizational culture that promotes a sense of belonging. By doing so, nonprofit leaders can inspire, motivate others, innovate, and champion change. Leaders who can do this have a strong chance of driving organizational effectiveness within medium-sized nonprofit organizations.

If leaders of medium-sized nonprofit organizations want to create a sense of belonging, employees need to feel emotionally invested in their work, connected to their leader, valued for their expertise, aligned with their organization's goals, and have a team connection. Belonging calls for leaders to create an environment of inclusivity that has specific action engaged towards creating a connection with employees. This strategy supports the research of Purnama et al. (2013) and their study, which examined the positive effect of organizational commitment. A holistic approach towards this can transform the organizational culture.

Additionally, organizations that create a sense of belonging help establish their team's mental state of safety, especially during our current historic times of civil unrest,

protests, and the global COVID-19 pandemic. If leaders want to ensure their team feels supported and respected, they must show empathy and authenticity and engage with everyone throughout the organization. By doing so, employees view their leaders as credible and feel like they are part of something bigger. Nonprofit organizations and leaders who practice these virtues can strengthen a sense of belonging in their organization now and in the future. These strategies are supported by Bass and Riggio's (2006) study on transformational leadership and a leader's ability to build relationships and inspire others.

Lastly, executives, management, and staff in this study at both organizations credit their work environment for allowing them to be comfortable with their peers and leader. Employees at the staff level of each organization shared that their leaders provided a work environment that allowed them to contribute and have a voice within the organization. Similarly, leaders from both organizations' executive and management levels stressed the importance of creating autonomy within their organizations and providing their teams with a platform to voice their opinions and support them where needed. There were consistent conversations around the need to show differentiation in genders, race, ethnicity, religious creed, and people with disabilities. This suggests that leaders in nonprofit organizations need to promote a culture of learning. Nonprofit leaders need to create a culture that allows everyone to advocate for each other and promotes the sharing of the same organizational values. This would also be a great way for medium-sized nonprofit organizations to define their burning platform, Step 1 of Gostick and Elton's (2012) Seven-Step Road Map.

Finding 4: Consistent Information Sharing with All Employees Creates a Level of Transparency and Helps Build an Authentic Culture

Metin and Coskun (2016) stated that organizational culture relies on trust and confidence. Leaders in medium-sized nonprofit organizations can create authentic cultures by being honest, being authentic, sharing information, being approachable, and making people feel like they matter. During this study, interview participants at the staff-level expressed appreciation for authenticity. Employees acknowledged that open and honest leaders make people feel like they matter. If nonprofit leaders want employees to feel like they matter, they should show them that they care. It is important to understand their unique needs, listen to them, empathize with them, and be there for them. These strategies align with share everything, partner with your talent, and root for each other, the fourth, fifth, and sixth steps from the road map (Gostick & Elton, 2012).

Limitations

This study was limited to 10 interview participants and two medium-sized charitable nonprofit organizations in the same county. Due to the design of qualitative research methods, the findings in this study cannot be generalized to represent all nonprofit organizations. Thus, findings may differ among larger nonprofit organizations. Also, the findings from this study may not be relevant to other types of nonprofit organizations such as social and recreational clubs, domestic fraternal societies and associations, and social welfare organizations or organizations with different organizational structures.

Recommendations for Future Research

This study used qualitative methods to analyze employee perspectives on organizational effectiveness in charitable nonprofit organizations related to organizational culture and the use of technology. This study was conducted in two medium-sized charitable nonprofit organizations in Upstate NY. The study sought to gather the experiences of charitable nonprofit employees in executive, management, and staff-level positions. Future research can build upon this study by further examining leaders' implementation strategies from Gostick and Elton's (2012) Seven-Step Road Map to guide medium-sized nonprofit organizations.

First, it is recommended to expand this study across more nonprofit organizations to better understand the alignment of organizational culture and the use of technology related to organizational effectiveness. Furthermore, broadening this study to include other nonprofit organizations would increase the number of participants across the executive, management, and staff levels. Lastly, this study may also benefit from including board members, volunteers, clients, donors, and their perceptions.

Second, it is recommended to use a mixed-methods approach in which survey results and qualitative interviews could help enhance the findings and gather additional data which could address the research problem. Creswell (2014) stated that the mixing or blending of data provides a stronger understanding of the problem or question. Additionally, the use of a survey may gather more truthful, candid responses from all participants due to the anonymity provided by a survey compared to an interview. Conducting a survey allows for a larger sample of participants and provides a great chance of generalizability for future findings. Also, it is suggested that future researchers

consider a series of focus groups containing multiple nonprofit organizations of varying sizes.

Lastly, it is recommended that future researchers include other sectors within the scope of the operational definition of a medium-sized organization, such as a medium-sized for-profit organization. A similar study using medium-sized for-profit organizations would be beneficial because of the similarities and differences that could be explored.

Recommendations for Practice

First, it is recommended that nonprofit leaders develop a comprehensive plan with pathways for raising capital for internal technology. This focus is very important and may require an adjustment to the current budget. The integration of technology in medium-sized nonprofit organizations provides an enhanced method to improve the quality of services and become more effective. For example, investing in database software provides a method for nonprofits to collect and analyze data while reporting required program outcomes to funders and donors. Nonprofits need to implement technology innovations progressively into their day-to-day work to improve their service delivery, outreach, and fundraising efforts.

Further, if nonprofit organizations want to make better decisions about the types of technology needed and when to implement technology, they need to hire a chief information officer (CIO) or a managed services provider. Hiring a CIO would help drive IT innovation and optimize medium-sized nonprofit organizations. Furthermore, a CIO helps identify operational inefficiencies, improve IT security, strategic and long-term planning, and create a disaster recovery plan and organizational continuity. As previously stated in this study, cybersecurity attacks are one of the biggest threats to charitable

nonprofit organizations (Marsh & McLennan, 2017). However, it is understood that with budget constraints, nonprofits typically cannot afford a CIO's salary, and therefore they should consider outsourcing their IT services to a managed services provider. Managed service providers provide all the same expertise as a CIO, but they work at a fixed monthly rate versus an annual salary.

Second, it is recommended that nonprofit leaders support the use of technology throughout the organization. This will require that leaders, starting from the executive level, embrace the need to use technology as a normal function of day-to-day operations. This is also supported by Eusanio and Rosenbaum (2019), who stated that nonprofit leaders overlook the impact technology has on an organization. Therefore, medium-sized nonprofit organizations would benefit from emerging technologies such as customer relationship management systems, social media, mobile technology, and cloud computing services. For example, the use of cloud technologies can improve internal communications among all levels of staff. These technologies help organizations communicate with email and other collaboration software such as Microsoft Teams, SharePoint, Zoom, Google Hangouts, and Slack. Additionally, if nonprofit organizations want to ensure success in using these tools, leaders should invest in more frequent training on how to effectively use technology and how it also helps with professional development. These strategies align with Marsh and McLennan's (2017) study suggestions on implementing internal technology to support the overall operations of an organization.

Cloud technology helps reduce service costs and helps leaders effectively communicate information. These strategies are in alignment with define your burning

platform, create a customer focus, develop agility, share everything, and partner with your talent, the first, second, third, fourth, and fifth steps from the Seven-Step Road Map (Gostick & Elton, 2012). Social media is an example of a cloud technology solution that nonprofit leaders should use to improve their external communication and stakeholder engagement. The intent of social media is to allow people to interact with each other using the internet. Nonprofit leaders should use social media to share their mission and vision and as a tool to recruit stakeholders such as donors, volunteers, and users of their services. Social media is a great way to raise awareness and conduct outreach. This suggestion is supported by the work of Bobsin et al.'s (2017) study, which examined the value of technology affordances to improve organizational management to achieve an organization's mission in nonprofits.

Third, it is recommended that leaders create an inclusive environment for all staff. Employees in medium-sized nonprofit organizations continue to figure out who they are and what they want out of their organization. The importance of having an organization that provides inclusion, a voice, and a shared power needs to be incorporated by nonprofit leaders. An example of inclusion is the actual makeup of the workforce. These suggestions are supported by the work of Belias and Koustelios (2014), who stated that culture is a product of sharing similar beliefs, norms, and values.

During the study, it was communicated that employees wanted a work environment that mirrors the community they serve. To do this, nonprofit leaders should put an emphasis on discussing recruiting practices with staff. It is crucial to understand any biases or potential blind spots an organization may have. To ensure everyone's voice is heard, leaders in nonprofit organizations should champion ambassadors and encourage

them to speak up and share their needs perspectives. Leaders should provide a space for everyone to be heard respectfully.

Additionally, medium-sized nonprofit leaders should create an organizational culture of compassion and empathy. According to Eddington (2020), nonprofit leaders' empathy is not something to hide because it holds a superpower that promotes energy and drive. Employees want to work for an organization that cares about them, and empathy gives leaders the ability to understand what another person is feeling. Similarly, Saunders (2019) stated that nonprofit leaders might lack awareness of compassion, and as a result, they contribute to the same systemic issues they desire to address. Leaders should develop a sense of awareness and compassion based on their actions. Furthermore, nonprofit leaders need to actively cultivate compassion through training and self-reflection. The acceptance of these strategies allows nonprofit organizations to partner with their talent (Gostick & Elton, 2012).

Furthermore, it is recommended that nonprofit leaders cultivate transparency and authenticity. It is critical for nonprofit organizations to work hard at creating and sustaining an organizational culture of communication. Medium-sized nonprofit leaders need to create an environment of honesty, sharing information, and breaking down silos. For example, open communication establishes trust and helps cultivate a healthy work environment. By doing this, leaders promote honesty, allowing employees to feel safe about giving and receiving feedback. Also, open and honest communication helps push innovation. These recommendations reflect Ebarb's (2019) suggestion that leaders should establish core values that guide the way leaders and staff deal with each other.

Sharing information is important because it builds transparency and allows leaders in nonprofit organizations to share their wins, losses, and any potential challenges the organization is facing. To do this, leaders should not sugarcoat anything negative about the organization, be honest and share what has been learned from mistakes. Employees view leaders who are honest and transparent as authentic. This strategy aligns with Mrs. Smith, who stated, “Be authentic; people do not trust you if they see you are doing one thing and saying another thing” (T10 21-22). Implementation of these two strategies meets employees' needs and aligns with share everything and partner with your talent (Gostick & Elton, 2012).

Although accountability was not an initial discussion point in the interviews, accountability, and responsibility from leadership are essential as a foundation to help guide the organization's success. Gostick and Elton (2012) identify key steps leaders can take to create a more purposeful path. This framework guides leaders in implementing an organizational culture that drives results. Leaders can follow all the steps or choose the steps that best align with their organization and where they are seeking to be. However, at the very least, all leaders should focus on defining their burning platform, which is step one. This step is critical because it sets the direction and tone of the organization as it requires leaders to be clear in the mission and vision of the organization and how they plan to achieve their organizational strategy.

Lastly, nonprofit leaders need to break down silos to create transparency. Leaders need to ensure that information is available across all departments. Mr. Black stated, "Another thing I am huge on is information. I believe that all information is good information" (T1, 303-304). Additionally, leaders need to implement open-door policies,

have town hall meetings, or arrange offices to promote collaboration and expression. By doing this, nonprofit leaders promote transparency, provide employees the opportunity to ask questions, make suggestions, and contribute to the overall organizational culture.

Conclusion

The nonprofit sector has done wonders to bring about opportunities for equality, justice, eradication of barriers, economic reliance, economic self-sufficiency, education, and sustainability. Nonprofit organizations have become an engine to address the complex demands of society, such as social, economic, and health-related issues. This has been beneficial to government and business entities that are dependent upon nonprofit organizations, as they do not have the capacity and bandwidth to address the challenges across the social sector. The importance and impact of charitable nonprofit organizations on a global level are unmatched. However, the resources and tools needed to run a nonprofit organization effectively in a rapidly expanding sector are limited. Scholarly research specific to organizational culture and technology is still insufficient, and further research is needed to guide leaders of medium-sized charitable nonprofit organizations on how to effectively run a nonprofit organization.

This study examined organizational culture and the use of technology to further organizational effectiveness in charitable nonprofit organizations. Specific attention was given to medium-sized nonprofit organizations. The focus was on the participants' understanding of organizational culture, internal technology, and their contribution to organizational effectiveness. Very few prior studies provided evidence of a relationship between culture, technology, and organizational effectiveness in charitable nonprofit organizations.

Gostick and Elton's (2012) Seven-Step Road Map formed the theoretical framework for the study. The framework identifies key elements to creating a successful culture and building teams to transform an entire organization. According to Gostick and Elton (2012), people believe in their leaders and the organization's vision, values, and goals. Nonprofit leaders have an obligation to run premier organizations that provide essential services to the people they serve. Nonprofit leaders must position their organization for success, which begins with their team. By following the seven steps, leaders can share their vision, have a customer-centered approach, create opportunities and career paths for employees, look forward and strategically plan for the future, and implement accountability systems. In addition to the Seven-Step Road Map, teams need to be engaged, enabled, and energized, also known as E+E+E. It is important to understand that each key element of E+E+E depends on each other and cannot be separated. Engaged employees understand how the work they do benefits the organization and how they are accountable for the organization's results. Employees that are engaged understand the value of their contributions to the organization's mission. However, it is the responsibility of nonprofit leaders to ensure that employees are enabled. Leaders must support employees and equip them with the necessary tools, training, and coaching to help with the demands of their work.

Furthermore, nonprofit leaders have to keep employees energized. This is facilitated through levels of high energy, which is created through productivity contests, employee recognition, and providing work-life balance. It was through this lens that the participant interviews were conducted and analyzed.

This study used a qualitative methodology of semi-structured open-ended interviews. Ten employees at two medium-sized charitable nonprofit organizations were interviewed individually. The participants were selected from each organization's executive, management, and staff levels to ensure equal representation and triangulation.

Analysis and coding of the interview data resulted in several themes for each of the two research questions. Three themes emerged for Research Question 1, which examined the perspectives of leaders, managers, and employees in the charitable nonprofit sector about what leadership practices most contribute to organizational culture in charitable nonprofit organizations. The themes were (a) welcoming and inspiring, (b) establish trust, and (d) a strong environment of inclusion. Research Question 2 focused on the perspectives of leaders, managers, and employees in the charitable nonprofit sector about the role internal technology plays in the culture in charitable nonprofit organizations. Two themes emerged from the analysis: (a) technology makes an efficient and compliant culture, and (b) leaders engage us. Additionally, subthemes were generated to support the themes.

As a result of the themes and subthemes, four key findings materialized. First, in medium-sized nonprofit organizations, it is critical that needed resources are allocated for all aspects of internal technology. Technology in nonprofit organizations is nonexistent or limited depending on the organization. Interview participants communicated their organization's issues surrounding technology and the lack of it. As nonprofits continue to face challenges in sustaining their services and growing their social impact, they must acquire resources to improve their internal technology.

Additionally, this finding indicates that medium-sized nonprofits have an opportunity to improve efficiency, expand their reach, increase their funding resources, decrease costs, and mitigate risk. The second finding was that leaders need to model and foster an organizational culture that is supportive of the use of technology and the necessary training for systemic adoption. Lack of training around technology was evident based on leadership's use of technology. Leaders who were interviewed shared that their lack of support for technology was due to not knowing how to use technology and its benefits. However, some leaders shared that understanding technology helped create an environment responsive to employees' individual needs.

The third finding was that employees of medium-sized nonprofit organizations need to feel a sense of belonging that is cultivated by the leader. The interview participants referenced their relationships with leaders and their team as something of importance to them. The impact of creating a sense of belonging helps leaders establish trust. It was evident that nonprofit employees were more willing to connect with their leaders once they established trust and showed authenticity. Lastly, consistent information sharing with all employees creates a level of transparency and helps build an authentic culture. This finding indicated that leaders who are honest, authentic, consistently share information, and are approachable gain the trust of their team. Furthermore, this finding showed that transparency is key to building an organizational culture.

Recommendations for future research included three recommendations. First, this study should be expanded to include many nonprofit organizations. This recommendation was made to better understand the alignment of organizational culture and the use of

technology in relation to organizational effectiveness. Second, using a mixed-methods approach would enhance findings and gather additional data to address the research problem. The mixed-methods approach supports a larger sample of participants and provides a better chance to generalize future findings. The third is the inclusion of other sectors within the scope of the operational definition of a medium-sized organization. This recommendation serves to include for-profit organizations to compare the similarities and differences of those medium-sized organizations.

Future practice recommendations were made in four key areas aligned with the original research questions. The first recommendation is that nonprofit leaders develop a comprehensive plan with pathways for raising capital for internal technology. It is critical for nonprofit leaders to invest in their internal technology infrastructure. Adopting technology helps nonprofits run more efficiently by streamlining compliance reports, reporting to funders and donors, and communicating internally and externally to stakeholders. Technology provides consistency in operations and helps prevent misalignment with grantors, which could lead to an end in funding.

Furthermore, technology helps break down the many silos nonprofits contend with and provides the opportunity to share data and best practices with other nonprofit organizations via the cloud and online dashboards. These practices will be a strong differentiator in nonprofits now and in the future. The second recommendation for practice is that nonprofit leaders support the use of technology throughout the organization. Leadership lacks knowledge of using technology and the benefits of using technologies such as Microsoft Teams, Sharepoint, Zoom, cybersecurity platforms, CRM's G Suite, and other digital resources within nonprofit organizations. This practice

needs to change. Nonprofit leaders need training opportunities to support the implementation of systems infrastructure and the use of technology. It is important that leaders support technology as part of their overall operations. The third recommendation for practice is for leaders to create an inclusive environment for all staff. Given current events surrounding the need for diversity, equity, and inclusion, leaders of nonprofit organizations have an obligation to provide a workforce and services that mirror the community they serve. An environment that promotes unity, a voice, and a shared power is needed. These practices support inclusion and lead to positive interactions, employee buy-in, and a socially conscious culture. Lastly, the fourth recommendation for practice is that nonprofit leaders cultivate transparency and authenticity. Clear and consistent communication should be made a priority in nonprofit organizations. Leadership has an obligation to share information with their team. Leaders that promote information sharing appear authentic and create transparency.

This study was designed to understand the impact organizational culture and technology have on organizational effectiveness in charitable nonprofit organizations. This study showed the importance of organizational culture in medium-sized charitable nonprofit organizations. Most importantly, leaders' vision, direction, communication, transparency, and authenticity help build organizational cultures that drive organizational effectiveness. Additionally, this study showed the necessity of implementing and using technology in charitable nonprofit organizations. Technology can impact communication, connecting with internal and external stakeholders, reduce costs, promote systems of accountability, and help drive overall organizational effectiveness. Many of the steps of Gostick and Elton's (2012) Seven-Step Road Map were present in the participants'

perceptions. Participants from the executive, management, and staff levels were aware of their organization's mission and vision. This awareness indicates their organizations are doing a great job of defining their burning platform.

But it should be noted that participants from the staff and management level of Globex did not feel leaders were reflective of the organizational mission and vision. This is an indicator that leaders need to live and breathe their organizational mission and vision. By doing so, leaders will display authenticity and hold themselves accountable. However, the fourth and fifth steps, share everything and partner with your talent, were the most desired by participants at both organizations. Participants stressed the importance of understanding what is going on inside and outside their organization. Participants communicated that they trust leaders more when they share all information, even if it is negative. Participants also mentioned that they value leaders and organizations that create opportunities for them to grow. This can be interpreted as the more open and honest leaders are, the more employees buy into them and the organization.

The results of this study helped fill the gaps in the literature on organizational culture and technology within charitable nonprofit organizations. Limited research was found in the existing literature reviewed during this study as it relates to the challenges nonprofit leaders face to improve their organizational effectiveness. Nonprofit literature lacked information on how leaders of medium-sized charitable nonprofit organizations can drive organizational effectiveness. Although existing literature details the shortfalls of nonprofit leadership and how this has an effect on the effectiveness of the nonprofit

organization, the literature lacks the reason why this exists. This study helped to fill these gaps.

While nonprofit leaders search for ways to increase organizational effectiveness, it is important to continue to find ways to build trust, communicate, provide transparency, be inclusive and keep employees engaged with their work, so they want to perform. It is also important to understand the characteristics of organizational culture and the pieces of technology that best support organizational effectiveness. The negative impact of failing to build an organizational culture that brings out the best in your employees can cause workplace disruption. Poor organizational cultures can often bring down employee morale, jeopardize an organization's reputation, and waste time and talent. Nonprofit employees want to feel valued and appreciated. More educated nonprofit leaders identify opportunities for performance improvement and create positive work environments that support employees. Furthermore, nonprofits need to communicate and share with transparency to improve outcomes and sustain growth. The findings of this study provide another resource for leaders in charitable nonprofit organizations.

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Appendix A

Research Questions and Interview Questions Alignment Chart and Framework-2021

Research Questions	Protocol Questions	Theoretical framework: Gostick & Elton (2012) Seven Step Road Map/ Competitive Advantage (E+E+E)
Research Question 1: From the perspective of leaders, managers, and employees in the charitable nonprofit sector, what leadership practices most contribute to organizational culture in charitable nonprofit organizations?	<ol style="list-style-type: none"><li data-bbox="646 829 1008 1331">1. How can leaders in a nonprofit organization create an environment that's welcoming and inspiring? Probes:<ul style="list-style-type: none"><li data-bbox="695 1066 1008 1226">• Describe the role, if any, that communication plays in making an individual feel welcomed in a nonprofit organization.<li data-bbox="695 1234 1008 1331">• Give an example of a leader who is inspiring and why.<li data-bbox="646 1369 1008 1843">2. How can leaders in nonprofit organizations create a connection with employees that establishes trust? Probes:<ul style="list-style-type: none"><li data-bbox="695 1575 1008 1671">• What does trust in leadership look like to you?<li data-bbox="695 1680 1008 1776">• What are some things a leader can do to connect with their team?<li data-bbox="695 1785 1008 1843">• What does an organization's strategic	<ul style="list-style-type: none"><li data-bbox="1133 829 1398 898">• Define your burning platform.<li data-bbox="1133 907 1398 936">• Share everything.<li data-bbox="1133 945 1398 1003">• Partner with your talent. <ul style="list-style-type: none"><li data-bbox="1133 1373 1398 1402">• Share everything.<li data-bbox="1133 1411 1398 1472">• Partner with your talent.

Research Questions	Protocol Questions	Theoretical framework: Gostick & Elton (2012) Seven Step Road Map/ Competitive Advantage (E+E+E)
	<p>business plan look like to you?</p> <p>3. What leadership traits lead to a strong organizational culture? Probes:</p> <ul style="list-style-type: none"> • What are some traits you've seen in strong leaders? • Give an example of how a nonprofit leader's behavior created a strong organizational culture. <p>4. What does an effective nonprofit organizational culture look like to you? Probes:</p> <ul style="list-style-type: none"> • If you could create the perfect organizational culture, what would it look like? 	<ul style="list-style-type: none"> • Partner with your talent. • Share everything. • Root for each other. • Establish clear accountability. <ul style="list-style-type: none"> • Establish clear accountability. • Partner with your talent. • Define your burning platform. • Root for each other. • Share everything. • Develop agility
<p>Research Question 2:</p> <p>From the perspectives of leaders, managers, and employees in the charitable nonprofit sector, what role does internal technology play in leadership and culture in charitable nonprofit organizations?</p>	<p>1. How can technology be used to help charitable nonprofit organizations run more efficiently and effectively? Probes:</p> <ul style="list-style-type: none"> • What technology systems help charitable nonprofit organizations run effectively? • What systems or types of technology do you wish your organization had? Why? 	<ul style="list-style-type: none"> • Create a customer focus. • Develop agility. • Establish clear accountability.

Research Questions	Protocol Questions	Theoretical framework: Gostick & Elton (2012) Seven Step Road Map/ Competitive Advantage (E+E+E)
	<p>2. How can technology be used to help leaders become more effective? Probes:</p> <ul style="list-style-type: none"> • How can technology help leaders with managing data? • How can technology help with managing employees? <p>3. What distinguishes an effective charitable nonprofit organization from a noneffective charitable nonprofit organization?</p> <p>4. Is there anything else you would like to add related to organizational culture, technology, or leadership?</p>	<ul style="list-style-type: none"> • Share everything. • Root for each other. • Establish clear accountability. <ul style="list-style-type: none"> • Define your burning platform. • Create a customer focus. • Develop agility. • Share everything. • Partner with your talent. • Root for each other. • Establish clear accountability.

Appendix B

Interview Protocol

Introduction:

Thank you for agreeing to participate in this interview today. I am a doctoral candidate at St. John Fisher College researching organizational culture, technology, and organizational effectiveness. The purpose of this interview is to learn more about your experiences, your organization, organizational culture, and the use of technology. I have prepared several questions that I will pose to you as a way to stimulate discussion. Depending on the flow of the conversation, I may pose a follow-up question. Overall, the interview should last approximately 45 minutes.

As a reminder of the information in the Informed Consent form that you signed, I want to reiterate that the responses shared today will remain confidential. I will not use your name and will not disclose information that could be linked back to you personally. This session will be digitally recorded. The recording and notes related to this interview will be stored securely and then destroyed three years after this study has been completed.

I do ask that out of respect for the confidentiality of your organization and this study, that we would agree to keep our conversation today to the confines of this room.

Are there any questions before we begin?

Interview Questions:

1. How can leaders in a nonprofit organization create an environment that's welcoming and inspiring?
 - a. **Probes:**
 - i. Describe the role, if any, that communication plays in making an individual feel welcomed in a nonprofit organization?
 - ii. Give an example of a leader who is inspiring and why?
2. How can leaders in nonprofit organizations create a connection with employees that establishes trust?
 - a. **Probes:**
 - i. What does trust in leadership look like to you?
 - ii. What are some things a leader can do to connect with their team?

- iii. What does an organization's strategic business plan look like to you?
- 3. What leadership traits lead to a strong organizational culture?
 - a. **Probes:**
 - i. What are some traits you've seen in strong leaders?
 - ii. Give an example of how a nonprofit leader's behavior created a strong organizational culture?
- 4. What does an effective nonprofit organizational culture look like to you?
 - a. **Probes:**
 - i. If you could create the perfect organizational culture, what would it look like?
- 5. How can technology be used to help charitable nonprofit organizations run more efficiently and effectively?
 - a. **Probes:**
 - i. What technology systems help charitable nonprofit organizations run effectively?
 - ii. What systems or types of technology do you wish your organization had? Why?
- 6. How can technology be used to help leaders become more effective?
 - a. **Probes:**
 - i. How can technology help leaders with managing data?
 - ii. How can technology help with managing employees?
- 7. What distinguishes an effective charitable nonprofit organization from a noneffective charitable nonprofit organization?
- 8. Is there anything else you would like to add related to organizational culture, technology, or leadership?