

SMALL BUSINESS OWNERS VIEWS AND PERCEPTIONS OF HUMAN
RESOURCE MANAGEMENT PRACTICES: A Q METHODOLOGY STUDY

by

Reuben L. Brown

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RESOURCE MANAGEMENT PRACTICES: A Q METHODOLOGY STUDY

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ABSTRACT

Small business owners must retain human resource management knowledge to professionally develop human capital. Contributing to a more competitive business culture, small business owners encounter challenges in continuing to develop human capital. Q methodology was applied to explore the views and perceptions of 36 small business owners about human resource management practices to address the gap in the literature. The appropriate research design for the study was Q methodology; it made available an opportunity to combine qualitative (subjectivity) and quantitative (validity) methodology. Identified in the results were four factors that represented the owners' perspectives of leadership styles and human resource management practices. Indicated by the results there is a lack of human resource management knowledge used in small businesses. This study is significant to leadership as it confirms the need or desire for business owners to develop human capital for improved corporate performance that provides competitive advantages in the marketplace.

DEDICATION

I dedicate this dissertation to Christ, I prayed to you to give me strength and take away the loneliness during this journey as you chose one person of many to walk this path. Regardless of the challenge, it was you that brought me through this one. As I continue to serve you, the path is laid before me so I can walk into the blessings, I thank you.

I dedicate this dissertation to the following individuals: Maggie Loretta Brown, R. L. Sanders, and Bobby Duke, gone but never forgotten. The wisdom they provided eliminated detours on a road less traveled. To each small business owners, I admire you and aspire to be like you one day. May this research add value to their continued success.

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stronger foundation for you to build on. I challenge anyone who reads this to be better than yourself as you were the day before, which is your only competition. Lead yourself before you ask others to follow you. This is a small part of my life's work, the real work begins now.

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Chapter 1

Introduction

Small business human resource activities in the United States may support the development of human resource management practices and its importance. Tiwari and Saxena (2012) described human resource management practices as activities within an organization that guided human resources and nurtured engagement for achievement of goals and objectives in an organization. A presence existed among small businesses that indicated a need for better understanding of human resource management practices in small businesses. The aim of the study was to explore and gain insight from business owners regarding their view of leadership styles, human resource management practices, and their importance to development of human capital. Because of the direction of the study, a methodology that provides the ability to gather subjective views was beneficial.

Chapter 1 contains a discussion of the background of the problem, problem statement, purpose statement, and conceptual framework. In chapter 1, there is an explanation of the research questions, research hypotheses, the significance of the study, and nature of the study. This study also included a significance of the study to leadership, definitions, assumptions, scope of the study, limitations, delimitations, and ends with a chapter summary and conclusion.

Background

Since 1970, 66% of new jobs came from small businesses and now they offer 55% of available jobs (U. S. Small Business Administration, 2012). Small businesses provide an increasing amount of job opportunities, initiatives, and make available new business opportunities in the economy (Massey & Campbell, 2013). Owners have an

abundant amount of knowledge concerning the principles in their respective field; however, they do possess inadequate knowledge of labor laws for compliance and human resource management (Massey & Campbell, 2013). It is also suggested they receive additional training regarding HR best practices (Massey & Campbell, 2013). Chow and Dunkelberg (2011) state small business job formation spurred economic growth in the U. S. The role owners partake in their business may be detrimental to development of human capital and their contributions to the success of a business.

Many of the job opportunities in the economy develop from the foundation of small business activities (Massey & Campbell, 2013). Similarities between the factors of survival and growth reflect a positive correlation between survival and growth of a small business (Fadahunsi, 2012). Small businesses are critical to the progress and improvement of the economy as the economic engine (Massey & Campbell, 2013). For example, small businesses with 500 employees or less provide 23% of the U. S. sales (U. S. Small Business Administration, 2011). Ninety-nine percent of employment in the private sector stems from small businesses (Massey & Campbell, 2013). The Internal Revenue Service (IRS) showed that from the last ten years 60% to 80 % of new jobs on an annual basis stem from small businesses (Fox, 2013).

A limited amount of information exists on small business owners' perceptions and understanding the importance of human resource management practices. Small business owners may need a better understanding of the role of human resource management practices to an organization's culture and structure. A study of the impact of human resource management practices may increase the awareness and the importance among small business owners.

Problem Statement

A prerequisite to managing human resources included adopting a human resource management program (Tiwari & Saxena, 2012). Hess (1987) identified human resource management problems significant, with general management issues as a primary concern. Massey and Campbell (2013) indicated small business owners have good primary capabilities in their areas of expertise but need to increase knowledge in other components of the human resource sections.

The general problem is that small business owners lack knowledge of human resource management (Massey & Campbell, 2013). A study of small business owners' views and perceptions about human resource management practices in Hurst, Euless, and Bedford Texas may determine their ability to develop human capital for competitive advantages. By understanding how small business owners view human resource management practices, the study may add value and new knowledge about the importance of human resource management for business owners and how they may develop applications for improving corporate performance.

The specific problem is business owners lack understanding of human resource management practices and development of human capital in small businesses (Hargis & Bradley, 2011). In a small business it is more challenging understanding how human resource management practices can be transferrable (Hargis & Bradley, 2011). Previous research found active involvement in human resource management practices but the practices were not strategically implemented for a competitive advantage (Hargis & Bradley, 2011). Increasing views support the development of human capital as it is essential to providing effective performance that determines success or failure of a

business (Duke & Udono, 2012). Kararmi, Jones, and Kakabadse (2008) concluded human resource management practices severely affect the performance of a business.

The research design that was chosen to explore the views and perceptions concerning human resource management practices and development of human capital was Q methodology. The choice to use Q methodology stemmed from the capability to measure the attitudes and subjective opinions along with the quantification of qualitative elements (Simons, 2013). Q methodology is a combination of qualitative and quantitative research to study individual views and perspectives regarding a specific topic (Vizcaino, Garcia, Villar, Piattini, & Portillo, 2013). The benefit of Q methodology is the ability to gather an individuals' subjectivity from their viewpoint (Stergiou & Airey, 2011). Other designs are not applicable to the study because of difficulty in quantifying human subjectivity, which is impossible since there is not a unit of measurement (Steelman & Maguire, 1999).

Concepts are subjective and vary by interpretation. An exploratory Q-study design provided a suitable means to the study as a reflection of the unstructured research questions and the limited preexisting knowledge about the viewpoints of small business owners concerning human resource management practices. The population of the study included small business owners in the Hurst, Euless, and Bedford area of Texas.

Purpose of the Study

The purpose of this study was to explore the views and perceptions of small business owners about leadership styles and human resource management practices. Inspiration for the study was supported by the purpose as the intent was to gain understanding of small business owners' views and perspectives of human resource

management practices. Increases in parallel views conclude human capital is vital to providing the best performance and dictates success or failure of a business (Duke & Udono, 2012). The exploratory focus of Q methodology provides subjective views and perceptions (Brown, 1993; McKeown & Thomas, 1988) about leadership styles and human resource management practices.

The targeted population consisted of small business owners in Hurst, Euless, and Bedford, Texas with membership to the Hurst-Euless-Bedford Chamber of Commerce. The population of small business owners represented a variety of business and industry types within the Dallas Fort Worth Metropolitan Statistical Area. McKeown and Thomas (2013) specified the participation selection is based on theoretical and pragmatic considerations. Theoretical considerations involve selection of participants with specific relation to the goals of the study and pragmatic considerations place emphasis on the practical choice to obtain participants (McKeown & Thomas, 2013).

Responses from small business owners determined their feelings about features contributing to human resource management practices. The data collection section described the delivery of the structured surveys by mail or email to the voluntary participants. The factors of the study that illustrated comparisons consisted of leadership perspectives and human resource management practices. The leadership perspectives were transformational, situational, and transactional (see Table 2). In Table 2, included also were the human resource management practices such as training and development, performance evaluation, and employee recruitment and selection.

Significance of the Study

The significance of the study offered an insightful conception of small business owners' perspective of leadership factors (e.g., transformational, situational, and transactional leadership styles) and the factors relative to human resource management practices (e.g., training and development, performance evaluation, and employee recruitment and selection). The factors provide interest in developing human capital and human resource management research in small businesses. This research study contributed to existing, future, and aspiring small business owners by empowering them with the knowledge to develop human capital. In respect to the modern growth theory, expansion of human capital is vital to the development of the economy (Son, 2010). Implementing sound human resource management practices may have supported growth, profit, and increase in the number of employees in a small business.

The ability to hire, train, and retain personnel may be attained with better human resource management practices. Because of this study, a potential business owner may have recognized practices that change the implementation strategies for human resource management. Small business owners may endure risks, challenges, rewards, and strategies in association with implementing and creating human resource management practices. Appropriate human resource management practices may add value such as adaptability needed for changing demands in the economy. Other small business owners will be aware of the need to employ and develop strong employees who can overcome failure and enhance sustainable growth.

This study may provide knowledge consistent with overall achievements or lead owners in a new direction that may improve efficiency and profitability and assuring

business success. Also, this study is an opportunity to present knowledge of human resource management practices to owners in the business community from the views and perspectives of the participants that are local business owner peers. This study may also help strengthen ties with employees and owners as they invest in human capital growth. As leaders of the community, this study may encourage community development by owners establishing a group that can assist with others interested in starting a business.

The Hurst-Euless-Bedford Chamber of Commerce (HEBCC) may benefit from this study by increasing the quantity of small businesses and increasing their level of participation. The research may influence quality and quantity of services rendered in the attempts to increase the small business expansion. As the growth of small businesses surges in Hurst, Euless, and Bedford so might the resourcefulness of the HEBCC.

Significance of the Study to the Field of Leadership

The significance of the study involves addressing leadership in small businesses. From an academic perspective knowledge from this study about leadership may help increase the number of educated small business owners. Small business owners with knowledge of human resource management could support an employee development driven company.

The study can provide a foundation of knowledge for small business owners to incorporate into their planning activities. As small businesses render services to the communities, an example benchmark for services can set for other businesses to follow. Results from the close-ended quantitative questions may create an atmosphere for small business owners to see the importance of implementing human resource management practices.

The leadership theories applicable to the field of leadership included transformational and charismatic leadership. The Q methodology research design may provide insight to leadership academically by increasing the number of educated small business owners with respect to human resource management. From the academic perspective, potential small business owners may increase their education. Offering more education for small business owners may support a decrease in the population of uneducated business owners and may help reduce the volume of small business failures.

Developing leadership affords a business an opportunity to incorporate innovation and creativity for the strengthening, reorganization, and revitalization to generate successful stratagems (J. Gilley, Shelton, & A. Gilley, 2011). Developmental leadership also provides provisions for competitiveness, which influences employee concern for customers' wants and needs (J. Gilley et al., 2011). An exploration of the leadership perspectives unveils human resource management practices, training and development, performance evaluation, and employee recruitment and selection in small businesses. Comprehension of human resource management practices provided small business owners with knowledge appropriate to human resource management practices for development in regards to human capital.

Nature of the Study

Mixed method research was selected as the methodology and Q methodology as the research design for the study. Mixed method research provides consideration for many views, which includes qualitative and quantitative research to offer a compromised resolution (Johnson, Onwuegbuzie, & Turner, 2007). As for the research design, Q methodology combines qualitative and quantitative research to exploit subjectivity in any

situation and identifies characteristics among the participants that have parallel perspectives (de Graaf & van Exel, 2008; Brown, 1996).

The research methodology and design outlined a broad perspective and technique in the study as well as the procedures for research. Mixed method and Q methodology are discussed in in the methodology and design appropriateness sections. The objective was to determine that mixed method research and Q methodology research design was the more appropriate to the study.

Methodology appropriateness. A methodology is the accrual of knowledge in reference to theoretical and philosophical standards about what people know and how knowledge can be acquired using specific techniques (Atkinson, 2012). Organization of research objectives requires data collection, analysis, and interpretation (Venkatesh, Brown, & Bala, 2013). The research objective to explore the views and perceptions of small business owners had the potential to benefit from various research methods. A review of the qualitative, quantitative, and mixed method research features were in consideration. Strengths and weaknesses were also presented for qualitative and quantitative research.

Qualitative Research

The foundation of qualitative research is the phenomenon in its original setting to provide a holistic view (Jencik, 2011). A holistic view is conceivable through observations and interpretations of individuals behaviors, perspectives, and life experiences of various happenings (Khan, 2014). Obtaining a holistic view is beneficial as the study is orchestrated in an organic setting, which benefits the ability to understand

the factors of the research when minimal information is known about the explored topic (Khan, 2014).

The direction of qualitative research is to increase comprehension of procedures and values, which proposes clarity for communication and decision-making (Stevenson, Britten, Barry, Barber & Bradley, 2000). Communication in qualitative research is the participant's feelings, perceptions, and thoughts related to the research questions (Ivey, 2012). The clarity of decision-making provided by qualitative research is from the insights and understanding of processes accumulated throughout the research (Stevenson et al., 2000).

The strength of using qualitative research is the lived experiences used to create theories that explain specific events as they occurred (Jencik, 2011). In the analysis of data for qualitative research, meaning and understanding is promoted (Malina, Norreklit, & Selto, 2011). Meaning and understanding in qualitative research is achieved through transferability of the subject matter, which is important as the researcher relates the information to their own circumstances (Borrego, Douglas, & Amelink, 2009).

The weakness in using qualitative research is that personal preferences likely affect the results of the study (Johnston, 2010). Personal preferences affect the results of the study because the researcher has to avoid bias in reporting of the results (Jencik, 2011). Reporting of the results is difficult in qualitative research because it solely depends on the researchers' skills and ability to interpret what was observed (Jencik, 2011). Researchers tend to struggle understanding the big picture of the study, which attributes to lack of generalizability of the larger population (Jencik, 2011).

Quantitative Research

In quantitative research, the concentration is on construing theories or hypothetical tests through independent and dependent variables provided through statistical data concerning the objective reality (Ingham-Broomfield, 2015). The focus of the quantitative approach is to generalize cause-effect relationships derived from numerical data collection. Use of quantitative research includes closed-ended questions and the acknowledgement of variables according to their measurement (Johnston, 2010). Data obtained in a quantitative study is calculable and measurable (Hoe & Hoare, 2012). Additionally, quantitative research involves the study of large quantity of participants, which the measurements are customary in the society of researchers (Leedy & Ormrod, 2010).

The strength in using quantitative research is the explanatory focus and deductive reasoning (Claydon, 2014). Quantitative research is explanatory in that it explains the relationship between variables and measures the number of explanations in the data (Hoe & Hoare, 2012). Deductive reasoning in quantitative research is based on an identified theory of a topic, which a developed hypotheses is tested to determine if it is true or not (Barczak, 2015). An additional strength in using quantitative research is the presence of scientific rigor (Claydon, 2014). The rigor of quantitative research is required in the instrumentation procedures, data collection, analysis, and interpretation that support trustworthiness (Prion & Adamson, 2016).

The weakness in quantitative research is the researcher's understanding can resemble information irrelevant to local considerations (Malina et al., 2011). For instance, quantitative research cannot explain why things happen, specifically pertaining

to factors that influence an individual's perspective (Gelling, 2015). Attention to theory or hypothesis testing the occurrence of the phenomena is not available to the researcher (Malina et al., 2011). Also knowledge of the topic can be too intangible for direct application to local circumstances (Malina et al., 2011). When data is retrieved, the analysis can be authoritative but achieve incomplete or inaccurate results that are not reliable or generalizable of the larger population (Ingham-Broomfield, 2015).

Mixed Method Research

Mixed method research encompassed standards of both quantitative and qualitative research methods (Terrell, 2012). Research using mixed method required the researcher's familiarity with both qualitative and quantitative methodology. Mixed method research incorporates qualitative and quantitative data synthesis individually and collectively (Borrego et al., 2009). The researcher's experiences and preparation, style of research questions, and target audience were influential factors in selection of the methodology to use in the study. Johnson, Owuegbuzie, and Turner (2007) confirmed the decision to use mixed method research was directed by a pragmatic approach to gathering multiple viewpoints and the style of research questions.

Despite the strengths in using qualitative and quantitative research individually, combining both research methods for mixed method research was to the advantage of the research. The advantage in combining qualitative and quantitative research is a deeper understanding and response to the research question is obtainable than if qualitative or quantitative research was utilized individually (Halcomb & Hickman, 2015).

Additionally, mixed method research supports the desire in this study, which is gain a more in-depth understanding from multiple perspectives (Halcomb & Hickman, 2015).

The intent of qualitative research is in the connection found of lived experiences for theoretical interpretation of the world (Atkinson, 2012; Inham-Broomfield, 2015). Fewer participants with a thorough analysis and the outcome of the study make it difficult to transition to numerical values in qualitative research (Gelling, 2015). Qualitative research was not appropriate individually as a consequence of the uncertainty in the findings and conclusions that transitions into lack of trustworthiness (Gelling, 2015).

Quantitative research stems from theories to explain specific events through a suggested relationship or highlights something needing further investigation (Atkinson, 2012; Inham-Broomfield, 2015). Deductive reasoning in quantitative research is set on prediction of outcomes and reliant severely on the original theory to be true (Valijarvi & Tarsoly, 2015). Quantitative research method was not appropriate for the study individually because the intended study does not propose a relationship or indicate further investigation of a topic.

The abductive reasoning used in mixed method research is described as a discerning instance when understanding is gained or believed as gained (Lipscomb, 2012). Abductive reasoning transitions from inductive to deductive reasoning and then provides a final action (Shannon-Baker, 2015). In abductive reasoning critical realisms are formed, which qualitative and quantitative combine to address other limitations in research (Shannon-Baker, 2015).

Mixed method research is more appropriate to the study because qualitative data is available on a larger scale, even for continued reference to the data (Malina et al., 2011). Multiple quantitative statistical analyses can be performed on the data until confirmation is obtained in the evidence (Malina et al., 2011). Also, the complexity in

mixed method research benefits the study in-depth by a gaining deeper understanding of a phenomenon (Halcomb & Hickman, 2015).

Research design appropriateness. The Q methodology research design was critical to constructing a meaningful research study (Toledo-Pereyra, 2012). Upon clarification of the research questions and hypotheses, the research design manifests a reflection of the planning for the study (Toledo-Pereyra, 2012). The current research design was based on the research questions in the study. The research designs considered and discussed were phenomenology, correlational, and Q methodology.

Phenomenological Research Design

The phenomenological research design is a form of qualitative research. The foundation of phenomenological research is the description and understanding of a phenomenon from the experiences of an individual (Converse, 2012). A key argument of phenomenological research design implies the meaning of the world has a connection to consciousness (Budd & Velasquez, 2014). The relationship of the phenomena relates to the consciousness of an individual (Budd & Velasquez, 2014). Phenomenological research design is descriptive in nature of the experiences and assumptions of individuals (Budd & Velasquez, 2014). The plan of the study was to explore the subjective views rather than describe a specific phenomenon. Thus the phenomenological design was not the appropriate fit to the research questions.

Correlational Research Design

Correlational is a nonexperimental descriptive type of research design (Leedy & Ormrod, 2005). The foundation of correlational research design is to determine if a relationship exists between dependent and independent variables in the form of a

correlation (Leedy & Ormrod, 2005). In the correlational research design, the assumption is the independent variable influences the dependent variable or possibly has some degree of association (Creswell, 2013). Use of the correlational research design investigates relationships as oppose to exploration, which indicates correlational did not support the intended study.

Q Methodology

A psychologist and physicist named William Stephenson, introduced Q methodology. The rationale behind the discussion provided a calculable study method for subjectivity (Brown, 1993). Q methodology, a mixed method design was the selection for the study. The purpose of Q methodology is that it enables societal change through participation of the respondents partaking in the research thus empowering attentiveness to the subject under examination (P. Massingham, Massingham, & Diment, 2012). The use of Q methodology in this study helped explore the views and perceptions of owners regarding human resource management functions in local small businesses. Q methodology is a matter of subjective science (Stephenson, 1993). Q methodology is derived from two principles to explain subjectivity: (a) subjectivity originates from self-reference and (b) subjectivity is communicable (Stephenson, 1993). Understanding subjectivity includes a matter of self-reference and communicability of one's viewpoint that is transmittable to others (Stephenson, 1993). Bartlett and DeWeese (2014) posited the purpose of Q methodology involves gaining an understanding of perspectives of specific topics through an inclusive list such as a concourse that describes individual's views concerning a topic.

The factor analysis includes qualitative data from the participants in a Q sort survey format. Q methodology provides the researcher with a benefit of combining the qualitative and quantitative research characteristics (P. Massingham et al., 2012). Components of Q methodology originating from quantitative and qualitative method offered an opportunity to combine a mixed method study in an exploratory layout. An exploratory design served the objective of quantitative analysis and evaluation through individual responses. The subjective responses from individuals are central to the exploration of human resource management concepts and answers to the research questions enlightening small business owners.

Q methodology, in broad form is a means to extract subjective opinions in any situation through an individual's frame of reference (Stergiou & Airey, 2011). Subjectivity references a person's interpretation of a topic (Kamal, Kocor, & Grodzinska-Jurczak, 2014). The identification of small business owner's preferences and views of human resource management practices specific to human capital development was accessible through Q methodology. The concentration was to explore the subjective perceptions of small business owners rather than the objective perceptions, which can support determining how the small business owner's perceptions may influence or forecast the likelihood of their behavior concerning human capital development.

The common perception of Q methodology is that it limits the number of respondents by pre-set statements (Militello & Benham, 2010). However, it continues to provide analyzable data, act as a tool to foster discussions, offer engagement for reflection, and support preparation for new undertakings (Militello & Benham, 2010). Q methodology is also a viable tool for leadership platforms with an emphasis on

measurement and description of the development, practice, and impacts of leadership individually (Militello & Benham, 2010). Another benefit of using Q methodology stated by Militello and Benham (2010) is the support it brings to the participants in leadership development roles. Steelman and Maguire (1999) advances thought on the benefits of Q methodology through the identification of internal and external communities, distinct views and perceptions, clear insights to guidelines, identification of important content to the general population, analysis of resistance, consensus, struggles, and gaps are in isolation for communal understanding.

Use of the qualitative element in Q methodology provided small business owners with the ability to share their opinions and preferences as part of their participation in the Q-sort. Qualitative data was valuable in quantifying subjective views of small business owners in the study and for exploration of the factors effecting sufficient development of human capital. A vast amount of concepts in leadership and human resource management available within the Q-sample were included. Equivalent to interviews in the Q-sort process was the research analysis technique to exhaust views and perceptions of the topic (Bartlett & Deweese, 2014). Views and preferences are the same as interviews in qualitative research. The Q-sample, in survey format encompassed concepts such as training and development, performance evaluation, and employee recruitment and selection. The goal was to collect responses in the Q-sort process from the participants and use the PQ Method 2.35 statistical software to quantify the responses.

The researcher mailed or e-mailed 36 participation request letters to owners of small businesses (see Appendix A) as an invitation to participate, along with informed consent forms as confirmation to participate in the Q sort. Management of the research

required 36 participants to satisfy the selection of small business owners. After the informed consent forms were received, the participants were mailed a demographic information sheet with a survey of statements that included instructions. Data collection consisted of demographic information and the survey of statements. The data collection process also required ranking-order of Q-sample statements derived from concourse statements (Wright, 2013). A Q-sort derived from the concourse statements was intended to appeal to the participants for subjective responses. The participants selected the statements according to their preferences and then the PQ Method 2.35 software provided a factor analysis from the responses of the participants. Chapter 2 discussed the Q-sample consisting of questions about leadership factors and human resource management factors. A scoring scale and instruction of the process provided assistance to rank-order the statements by the participants ranging from strongly agree to strongly disagree.

A prerequisite before communicating with small business owners was acquiring approval from the President of the Hurst-Euless-Bedford Chamber of Commerce (HEBCC) because the online database served as the primary tool to search for small businesses with membership to the HEBCC. Solicitation of small business owners who were members of the Hurst-Euless-Bedford Chamber of Commerce involved them receiving a premises, recruitment, and name (PRN) use permission form by mail or email to gather participants of the study. After receipt of consent from the HEBCC President and signed PRN use permission forms from the owners of the small businesses, they received by mail or email a recruitment letter and informed consent. Signed informed consent forms from the participants served as the method of approval to participate in the study.

A basic concept behind Q methodology is the ability to explore and understand the perspectives of individuals in an existing population (Cuppen, Breukers, Hisschemoller, & Bergsma, 2010). The small business community consists of businesses that vary in size according to the number of employees, assets, profit, location, and industry. Richness in content follows the business size, structure, and owner. The continuing feat in the proposed study is to gain insight from the participant feedback, the topic itself for support of the small business owners, and development of their staff to influence small business owners no matter the environment. Application of Q methodology can also apply to human resource leadership in small businesses. Q methodology can provide opportunities to receive outcomes in other cities, districts, business sizes, and states to expand the navigation of leadership and human resource management for the development of human capital.

The research design selected for the study explored statements pertinent to human resource management practices and leadership perspectives by small business owners that defined factors relative to development of human capital. The exploratory nature of Q methodology involved collecting qualitative data from the participants in the Q sort process for exploration of human resource management concepts to provide development of human capital. Exploring how small business owners think about human resource management and human resource management practices reveals possible future studies for small business owners to improve the quality of development of human capital.

The Q methodology was more appropriate for the study as it provided an opportunity for small business owners to gain insight into the nature of human resource management and presented development of human capital through subjective views and

perceptions. Viewpoints of small business owners benefited other small businesses in their effort to gain clarity regarding development of human capital that is significant and compliant with human resource management practices. Small business owners in Texas presented an opportunity to study leadership views and perceptions about human resource management, human resource management practices, and viewpoints (compare and contrast) that offered insight in development of human capital in small businesses

Research Questions and Hypotheses

Research questions stem from “what” and “why” statements essential to noble research (Newman & Corving, 2013). The research explored small business owners’ views and perceptions about leadership styles and important knowledge for development of human capital. The underlying principle of Q methodology is that subjectivity is communicable and modifiable to the methodical analysis (Simons, 2013). The following research questions guided the study:

RQ₁: What factors indicate small business owners have knowledge of human resource management?

RQ₂: What are the general perceptions of small business owners regarding human resource management practices?

RQ₃: What are the most common stated perceptions small business owners have regarding training and development, performance evaluation, and recruitment and selection that suggests they have knowledge of these factors for development of human capital?

In RQ₁, the rationale was to increase understanding of the depth of knowledge small business owners have about human resource management for a stable human

resource management foundation. The responsibility of the small business owners is in human resource management. Response to this question provides some knowledge essential to how owners comprehend human resource management.

In RQ2, the focus was human resource management practices (HRMP). HRMP is the professional development small business owners must consider to develop human capital. The presentation of RQ2 is to discover the responses that offer evidence so small business owners understand the fundamental concepts of human resource management practices specific to small businesses and to help solidify the small business owners' knowledge and comprehension of human resource management in RQ1.

In RQ3, the goal was to explore the perceptions small business owners have concerning other matters relevant to human resource management practices such as training and development, performance evaluation, and recruitment and selection. The predilections of this question connects leadership to human resource responsibility for a better understanding of how small business owners accredit a certain leadership perspective and view tools necessary for stable human resource management structure. Relative to incorporation of human resource management practices and development of human capital in small businesses, perspectives of leadership have a momentous role in the progression and efficiency of a business.

Qualitative and quantitative research questions provide knowledge but they differ in nature of the questions (Jencik, 2011). Quantitative research questions focus on research hypotheses to determine if they are of analytical and descriptive value provided by objective and statistical data (Atkinson, 2012). With a subjective approach,

qualitative research questions explore the lived experiences of a phenomenon central to a study (Atkinson, 2012).

Human resource management practices in small businesses about performance, employee selection, and development is available in previous research (Ojukuku, Sajuyigbe, & Ogunwoye, 2014; Bergmann, Decker, & Lorentz, 1990). Literature is devoid of any views and perceptions concerning human resource management practices from small business owners (Ojukuku et al., 2014). Concepts regarding human capital about the small business community detail human resource management practices and closely relate to the performance of a business (Wright & McMahan, 2011). According to the designation of this study, the addition of new knowledge in the literature is specific to human resource management practices in small businesses.

Research hypotheses are central to the conclusion of a research study. Hypotheses reflect the standpoint of the researcher from prior information such as acknowledged facts, probable resolutions, and return on results from the analysis of the variables (Toledo, Flikkema, & Toledo-Pereyra, 2011). Q methodology does not require hypotheses; the focus is on capturing subjective views of the understandings from the participants (Simons, 2013).

Theoretical Framework

The theoretical framework for the study included leadership theory, transformational leadership, situational leadership, transactional leadership, and adult learning theory. These theories reflect the position small business owners hold within their company and highlights leadership needed for their followers. As a leader, it is important to exploit operational performance for others to emulate (Giltinane, 2013).

Leadership theory

The central component involves leadership theory. Leadership theory reflects the involvement of a leader and a follower in initiating influence (Badshah, 2012). Influence in leadership consists of activities by the leaders for goal achievement (Badshah, 2012). The leadership styles considered as the foundation of the Q methodology study are transformational, situational, and transactional leadership; they addressed the practices and development needed for advantages in small businesses through development of the employees.

Transformational Leadership

Transformational leadership focuses on creating importance among followers to influence positive change that generates enhanced performance to a level of leadership existing in each person (Kendrick, 2011). Transformational leadership theory includes four mechanisms: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Kendrick, 2011).

Idealized influence identifies moral standards (Keller & Edelstein, 2014; Kendrick, 2011). The moral standards described by Kohlberg and Selman, governs decision making which acknowledges whether actions or intentions are right or wrong in the interactions of humans (Keller & Edelstein, 2014). Inspirational motivation impacts followers' ability to demonstrate the right actions, while enduring challenges associated with future growth (Kendrick, 2011). An example of intellectual stimulation involves the opportunity for followers to choose methods that offer a broad perspective and creativity in providing solutions to alleviate repetitious practices (Kendrick, 2011). Kendrick

(2011) asserted that individuals who are followers receive separate attention and equal treatment, but their personalities require management for maximizing growth potentials.

Transformational leadership can benefit employee training and development in such a way that it influences their level of creativity. Employees exemplifying creativity and performance at a higher level tend to receive more support of their needs from transformational leaders. The use of transformational leadership also helps management practices and procedures set for human resources (Cheung & Wong, 2011).

Situational Leadership

Situational leadership describes a level of readiness followers need to demonstrate (Giltinane, 2013). Bedford and Gehlert (2013) described situational leadership in the form of task behavior, relationship behavior, and readiness. Situational leadership allows flexibility in each situation as the leaders gauge a follower's readiness level and select an appropriate leadership style to their level of readiness (Bedford et al., 2013). Support is continuous between the leader and follower to maintain motivation through engagement and communication (Bedford et al., 2013). In comparison to other leadership theories, situational leadership theory focuses on the behaviors of the leader (McCleskey, 2014). By examining situational leadership, small business owners may have information that can affect their human resource management practices and the ability of human capital to assess situations for the appropriate leadership style.

Transactional Leadership

The leadership evident in transactional leadership theory resembles the exchange between the leader and follower (McCleskey, 2013). Managers operating as transactional leaders concentrate on tasks and not the common beliefs of the team members.

Transactional leadership is central to the idea of a task and it supports task execution (Giltinane, 2013). The focus of transactional leadership is innovation in a group environment while creating motivation among employees, based on the exchange of rewards even when emotional labor is little to foster effectiveness (J. Liu, X. Liu, & Zeng, 2011). Transactional leadership also provides employees with the mental empowerment that leads to innovative behavior by the followers (Pieterse, van Knippenberg, Schippers, & Stam, 2010). McCleskey (2013) explained the relationship in transactional leadership as an exchange for maintaining the status quo, achievement of goals and objectives, motivation, and operational efficiency.

Adult Learning Theory

The adult learning theory applies to the study as it focuses on the learning attributes of an employee, including an assessment of necessary resources (Kenner & Weinerman, 2011). Adult learning theory supports improved workplace performance (Kenner & Winerman, 2011). Employees motivated to perform contributes to the development of the organization by three specific aspects in the adult learning theory. The three aspects include awareness, competition, and repetition. Learners may become aware of their potentials through useful strategies beneficial to professional development. The strategies created will reflect top strategies for the workplace and is applicable to various settings (Kenner & Winerman, 2011). Kenner and Weinerman (2011) indicated adult learning theory is derivative of organizational development to promote performance increases of the employees by equipping them with necessary tools. The role of adult learning theory in this study is to engage in deeper thought and understanding of theories

pertaining to small business owners' development of human capital as it may encourage owners to understand how the employees learn.

Definitions

The following is a list of terms for the purpose of this study in use. The terms are foundational descriptions of the key concepts. For these terms, the purpose is to minimize the vagueness and confusion.

Concourse: The concourse is the summation of ideas or thoughts from individuals in relation to the content of topic (Simons, 2013).

Condition of instruction: The condition of instruction references directives in a Q-sample to rank order statements relevant to an individual's viewpoint (van Exel & de Graaf, 2005).

Employee recruitment and selection: Employee recruitment and selection is attracting, identifying, and selecting the right individual for a job opportunity (Hargis & Bradley, 2011).

Factor analysis: Factor analysis is a derivative of hypothetical testing with subjection to variable calculation according to the sample size (Shabila, Saleh, & Jawad, 2014).

Human resource management: A method of overseeing employee personnel in the work environment and accomplishment of objectives regarding the performance of an organization (Bhardwaj, 2013).

Performance evaluation: Performance evaluation includes formal procedures to provide guidance and governance of work productivity and performance (Khatibi, Asgharian, Saleki, & Manafi, 2012; Soltani, Gennard, van der Meer, & Williams, 2004).

P-set: The p-set is the name representing the group of individuals to participate in the Q-sort (Wright, 2013).

Q-person: A sample of the person (P- sample) or an organized sample of participants who are relevant to the problem, which includes people with viewpoints and perspectives of the problem (van Exel & de Graaf, 2005).

Q-sample: A collection of statements (Q-set) from the concourse to share with a group of individual's part of a pilot study, which will not serve as participants in the study (Wright, 2013).

Q-sort: A set of procedures the participants will follow expressing their viewpoints through ranking order Q-sample statements (Wright, 2013).

Small business: A business operation containing less than 500 employees (U. S. Small Business Administration, n. d.).

Subjectivity: Subjectivity is a person's interpretation (Kamal et al., 2014).

Training and development: Training and development consist of plans to increase innate abilities of individuals concerning their job, which increases job performance (Hargis & Bradley, 2011).

Assumptions

The assumptions of the study provided comprehension of the content. It was crucial that small business owners participate in the Q-sort for this research study. An assumption of the study was the owners exhibited knowledge of their existing human resource management practices because of their experience from their specific business. The subjective responses are needed from the participants with intention of providing insight that contributed to the importance of research. Privacy and confidentiality

guaranteed valued responses in this research study. The assumptions applicable to the research study were as follows:

1. Participants had sufficient understanding of the survey instrument.
2. Participants of the study provided honest and sincere responses.
3. Participants returned the survey with their subjective opinion concerning the topic of the study.
4. Participants represented the perceptions of small business owners in North Texas.
5. Participants in the study lacked knowledge of human resource management.
6. The survey instrument was appropriate to the study.

In acknowledgment of the assumptions from the study, participants received instructions for the survey to raise understanding of the requirements. When the participants received the survey instructions, they acquired sufficient knowledge to complete the Q-sort. A pilot study was conducted to demonstrate confirmation and concentration for the study.

Honest and complete answers to the survey instrument functioned as an indicator and factor of reliability and validity of the study from participant responses. Small business owners may provide responses that reflect their views and perceptions as perceived right. Construction of the survey was confidential to relieve nervousness. The assumption regarding participant responses consisted of an individual business owner's view only.

Scope

The scope of the research explored the views and perceptions of small business owners about leadership theories and human resource management practices to make reasonable generalizations determining if small business owners possess the factors necessary for development of human capital. Small business owners selected to participate in the research study operate within the Dallas-Fort Worth Metropolitan Statistical Area of North Texas. A variety of small businesses in the Dallas Fort Worth Metropolitan Statistical Area made available resources for the study. The benefit of using Q methodology was the capacity to achieve goals of the research with a small sample population.

The participants of the study received in survey format 36 statements to rank their views and perspectives. The objective was to gain a consensus from the participants concerning the research goals that focused on small business owners' perceptions of human resource management knowledge and the effects those perceptions have on human resource management practices to developing human capital. Value and interest in the topic of this study foster extensive participant possibilities. In North Texas, of the small business population, 36 participants (owners) received invitations to partake in the study.

Limitations

The study was limited to small business owners to participate in the study. Individuals that held positions on the board, management, or supervisor were not potential participants of the study to collect data. The perceptions of participants may vary from the original human resource management practices in small businesses

dependent upon the participants' expressions, individual viewpoints, and perceptions of factors relevant to management human resources. Participants of the study may have also conveyed information that is not consistent with their original thought. Exploration focused on small business owners' perceptions regarding leadership and human resource management and perhaps encountered restrictions based on their experience in their specific small business. This type of limitation may have decreased the possibility of generalizations across business industries and may perhaps be invalid.

In a Q study, distribution of views across the population in percentage format is not possible to determine how many participants agree with a theme (Ellingsen, Storksen, & Stephens, 2010). The definitive cause of the issue using abductive reasoning to determine plausible causes was not the focus of the study (Ellingsen et al., 2010). Another limitation of Q methodology was the classification of the method because it has been included in qualitative and quantitative resources (Stenner, Watts, & Worrell, 2008; McKeown & Thomas, 1988; Ellingsen et al., 2010). Development of the concourse statements is a time-consuming component of the study (Simons, 2013). To avoid researcher influence knowledge of the method is suggested, careful planning to achieve a representative sample, and concourse statements for clarity in statement differentiation (Simons, 2013).

Voluntary participation of 18 small business owners was needed in the Q-sort on the premises of the factor matrix in Table 2. The study limited discussion to small businesses with membership to Hurst Eules Bedford Chamber of Commerce to aid in leadership and deliver clarity regarding human resource management practices in the engaged small business community. Limitation of a geographical area for the study

included three cities in Texas; Hurst, Euless, and Bedford but no reference to other cities in the State of Texas was considered. These three cities were nearby and the researcher was passionate about the geographic area.

Delimitations

The task of the researcher was to choose participants and capture their responses for the study that was unparalleled and significant. Research in this study did not reflect what occurs in other major cities of Texas such as Austin, Dallas, Beaumont, Galveston, Houston, or San Antonio. The survey was not national or statewide, but data did reflect the geographic location of Hurst, Euless, and Bedford, Texas.

A requirement was that the small businesses hold membership with the Hurst-Euless-Bedford Chamber of Commerce. The specification in this study consisted of small businesses with a range of 1 to 500 employees. Narrowing the parameters of the study to the Hurst, Euless, and Bedford may not have mirrored small business human resource management practices in other states or chamber members internal and external of the United States.

The participants of the study are voluntary, which may have influenced the results of small business owners with similar experiences. Skewing of responses possibly occurred when volunteers possessed a vast or slight understanding and knowledge of leadership theory and the standards of human resource management practices. Small business owners were critical to the study as they may have experienced across multiple industries, which may perhaps lead to valuable knowledge of leadership and human resource management.

Summary

The presentation of Chapter 1 included research plans to explore the subjective views and perceptions of small business owners in relation to human resource management practices. Contents of Chapter 1 included a synopsis of the problem, the background of the problem, problem statement, and purpose statement. Following the problem in Chapter 1 is the significance of the study, significance of the study to leadership, research questions, and nature of the study. Also included is the theoretical framework, definitions, assumptions, scope, limitations, and delimitations of the study. Clarity of human resource management practices in small businesses concerned the community and business owners. Acceptable human resource management practices provided an opportunity for small business owners to provide necessary clarity in the development of human capital in small businesses.

The purpose was to explore small business owner's views and perceptions and to learn the aspects motivating small business owners to act on the need for human resource management practices to develop human capital. Practical solutions are necessary for the human resource management profession. A probable resolution to effective development of human capital was through effective leadership. Effective leadership guides better use of resources when limitations exist on human capital (Mehmood & Muhammad, 2011).

Studying human resource management practices was a multifaceted goal to achieve that referenced small business success through human resource management practices. Development of human capital depends critically on small business owners because it is partially company responsiveness to consumers (Didonet, Simmons, Diaz-Villavicencio, & Palmer, 2012). The discussion also included how support was growing

for development of human capital for operational performance improvement and its impact on the success of small businesses (Duke & Udono, 2012). The absence of human resource management knowledge and skills by small business owners may have become problematic when the owners started to rely on the support and leadership of human capital to succeed.

The use of Q-technique revealed small business owners' views and perceptions that led to greater comprehension of how they viewed their duties as an owner. Knowledge relative to small businesses to increase the understanding of human resource management practices for justification was included in the significance of the study. Contributions to the development of human capital for performance increases may have come from the assistance of information.

The theoretical framework included transformational, situational, and transactional leadership that served as a foundation for leadership in small businesses. Transformational leadership matches the vision to output, situational leadership addresses the proper leadership to situations, and transactional leadership supports efficiency efforts of the employees through contingent rewards (McCleskey, 2014; Wolfram & Gratton, 2014). Employees of small businesses expected the owners to have some knowledge of developing human capital essential to gaining competitive advantages.

Chapter 2 encompasses a review of literature relative to small businesses and human resource management practices. The chapter included foundational perspectives of small businesses and human resource management. Historical themes, leadership theory pertaining to small businesses, human resource management practices, and the role of training and development, performance evaluation, and employee recruitment and

selection in the development of human capital in small businesses were reviewed. The literature review also included knowledge that business owners need to conform to the standards of human resource management.

Chapter 2

Review of Literature

Knowledge of human resource management is sparse among small business owners, which translates to lack of urgency to develop human capital to attain a competitive advantage (Massey & Campbell, 2013; Hargis & Bradley, 2011).

Concerning many things adding value to an organization, human capital is one of them (Yaping & Jingfang, 2007). Increasing value of employees creates a benefit to the organization and the employees depending upon their inherent value to the business (Yaping et al., 2007). When counterparts of a business realize the potential of an employee through support and their contributions, the performance of an employee will grow (Yaping et al., 2007).

The purpose of the Q-methodological study was to explore views and perceptions of small business owners about leadership styles and human resource management practices within the context of development of human capital. Q methodology was applicable to exploration of a person's perspective for a statistical assessment of factors apparent to a participant's experience concerning a topic (Stephenson, 1953). Two set of factors could influence small business development of human capital were: leadership factors and human resource management practice factors. Subjective views from 18 small business owners with a location in Hurst, Euless, or Bedford increased understanding and provided insight to the concepts of human resource management practices and leadership perceptions.

The study encompasses small business owners in various competitive atmospheres. Texas as of 2008, approximated 391,000,000 establishments with less than

500 employees owned by a parent company (U. S. Census Bureau, 2012). Research data is not available regarding whether small businesses in Hurst, Eules, and Bedford include leadership styles and human resource management practices.

The literature review discusses concepts in relation to history, leadership styles, and human resource management practices in small businesses. A review of literature in Chapter 2 originated from an overview of the foundational perspectives of small business and rationale that influenced small business owners' understanding of human resource management practices for better development of human capital. Organization in this chapter followed leadership and human resource management factors, comprising of leadership styles such as transformational, situational, and transactional leadership. Inclusion of the leadership styles was significant to development of human capital. The human resource management factors included training and development, performance evaluation, and employee recruitment and selection appropriate to human resource management in small businesses. The current findings section was comprised of the evolution of leadership, diverse leadership, and employee training and development tools that may influence business success. The conclusion and summary highlighted the main discoveries of the chapter.

Title Searches, Articles, Research Documents, and Journals

In this study, the research was conducted using books, peer-reviewed journal articles, research documents, and dissertations from the University of Phoenix Library. Internet search engines such as Google Scholar, EBSCOhost, Journals@Ovid, ProQuest, and ProQuest Digital Dissertations provided additional resources of information relevant to the topic. Keywords and phrases were used to discover germane literature. Ideal

keywords and phrases of use were important to small businesses such as *human capital development, human resource management, human resource management practices, training and development, performance evaluation, employee recruitment and selection, and leadership theory and small business.*

The study extended knowledge regarding small businesses, leadership specific to small businesses, human resource management, and human resource management practices in small businesses. Early sources were comprised to provide a historical perspective and the primary sources ranged according to the researcher's interest of leadership and human resource management practices from 2011 through 2016. There was an immense amount of primary sources in the online databases. In Table 1, literature accessed, reviewed, and cited included in Chapter 2 is summarized.

Table 1

Summary of Literature Searched by Category (2011-2016)

Category	Accessed	Reviewed	Cited
Journal articles	7312	925	160
Doctoral dissertations	84	32	2
Books	119	50	17
Electronic journals	3695	751	112
Totals	11,210	1,758	296

The objective of the study was to provide a wealth of knowledge to the areas of leadership in the small business environment, human resource management principles,

and human resource management practices in small businesses. The gap in the literature focused on human resource management knowledge and resistance to include human resource management practices in small businesses. There were no limitations within the sources of information relevant to the topic of the study stemming from distinctive searches. In fact, germinal perspectives represent earlier literature and the prime foundations range from 2011-2016.

The central component to human resource management perspectives were leadership styles to provide correlations. Discussions and reviews reflect small business history, leadership styles, human resource management, role of human resource management practices, training and development, performance evaluation, employee recruitment and selection used by small businesses that may have demonstrated insight into leadership and human resource management accountabilities specific to small businesses. The topics identified support the readers' understanding of the subject matter. To recognize the effectiveness of leadership views for development of human capital the study referenced studies in relation to the present research topic.

Foundational Perspectives of Small Business Owners

The following information provided a historical review of the perspectives of leadership, small business, and human resource management. Research in a historical context presented insight to the level of influence leadership theories effect small business owner traits. Human resource management practices affect the development of human capital and competitive advantages for small business owners. The review also comprised of supporting points and alternative viewpoints from the concept of human resource management practices and leadership.

Leadership

The aspect of leadership is an expressive course of action by leaders motivating subordinates through influence to achieve their individual goals (Kayemuddin, 2012). The dispersion of leadership is found throughout various sectors such as local, governmental, private, and social (Gardner, 1995). The components of leadership from a process composed of social influence with no limitations, which includes followers in the influence process (Hughes, Ginnett, & Curphy, 1995).

Leadership according to Burns (1995) is the actions of leaders and followers to act upon desires, needs, wants, and goals of followers. The brilliance in the concept of leadership is in the foundational relationship between the leader and follower (Burns, 1995). Within the context of leadership Burns (1995) identified two styles of leadership such as transactional and transformational. Transactional leadership focuses on the intent of forming relationships through exchange of goods (Judge & Piccolo, 2004). Transformational leadership directs attention to the engagement of the leader and follower to achieve higher levels of accomplishment on a continual basis (Judge & Piccolo, 2004). Couto (1995) posited that transformational leadership induces development of a follower to provide elevation above Maslow's Hierarchy of Needs.

Dumdum, Lowe, and Avolio (2002) described from prior research different meta-analyses concerning leadership stem from three prepositions. The prepositions of leadership includes a) transformational is measurable by a correlation through performance effectiveness and satisfaction b) transactional leadership exhibits a positive correlation with performance effectiveness and satisfaction but is less than transformational leadership c) transactional leadership with submissive and avoidable

nature exemplifies a negative correlation to performance effectiveness and satisfaction (Dumdum, Lowe, & Avolio, 2002).

Kark and Shamir (2002) described transactional leadership through the process of exchanging a reward through compliance that determines the level of influence.

According to Brymer and Gray (2006) if the leader and follower deem the transactional leadership relationship satisfactory, the consistency will show in the performance and reward. The description of transformational leadership is the foundation of the effects between the leader and follower to induce performance in excess of anticipations (Kark & Shamir, 2002). Kark and Shamir (2002) postulated the relationship between the leader and follower demonstrates a positive correlation between transformational leadership, personal identification, and social identification. The personal and social identification refers to the identities of individuals and groups (Kark & Shamir, 2002). A benefit of transformational leadership includes the ability of the leaders to shift from single entities to a group of individuals, which the leaders can highlight the similar collective thought processes (Kark & Shamir, 2002).

The reference to leadership according to Fiedler (1981) represents a nonprofessional manner in which individuals inherit or acquire their specific leadership. Leadership is specific to the individual of origination and the level of success depends on the review of an individual and their job responsibilities (Fiedler, 1981). Pieterse, Knippenberg, Schippers, and Stam (2014), posited that leaders possess the opportunity to considerably influence followers through empowerment.

Early leadership focused on traits of an individual and their reflection of leadership by two categories such as leadership emergence and leadership effectiveness

(Fiedler, 1981). The underlying facet of leadership emergence and leadership effectiveness comprises traits (Judge, Piccolo, & Kosalka, 2009). Leadership emergence represents the perceptions of others with limited knowledge of an individual's performance, while deeming that individual as a leader (Judge, Ilies, Bono, & Gerhardt, 2002). Leadership effectiveness reflects an individual's ability to influence and provide guidance toward reaching his or her own objectives, which the determination can be subjective (Judge et al., 2002). The understanding of leadership effectiveness can be determined in a subjective or objective context (Judge et al., 2009). The key link between leadership emergence and leadership effectiveness is that emergence is primary and mandatory for effectiveness to occur (Judge et al., 2009).

History of Small Business Human Resource Management

Human resource management is a known component of competitive edge for small businesses (Schrimsher & Fretwell, 2012). The main purpose of human resource management is improvement in the production of employees for the benefit of an organization (Ali, 2013). Standing concerns for past two decades regarding human resource management remains as an area needing discipline by small business owners (Schrimsher & Fretwell, 2012). Business owners resisted the need for change by adopting formalized human resource management practices which influenced the employee engagement and performance of an organization (Bacon, Ackers, Storey, & Coates, 1996). Schrimsher and Fretwell (2012) posited the function of human resource management provides opportunities and challenges for owners of small businesses.

In small businesses, human resource management influences retention of employees (Bhardwaj, 2013). The need for human resource management expertise is

growing as a critical component to the success of a business (Ali, 2013). Growth of a small business can determine whether formalized practices are in place (Kotey & Slade, 2005). As small business owners carefully select and create human resource management systems to effectively manage employees, a core foundation of business culture forms that other businesses are unable to emulate (Bhardwaj, 2013). Culture of a small business might spike the need to adopt formalized practices.

Human resource management is a vital component of improvement, expansion, and growth of a small business (Hornsby & Kuratko, 1990). Sub-level components as part of building an effective small business includes performance appraisal and training for stability as part of effective human resource management (Hornsby & Kuratko, 1990). The best human resource management arises when an organization has a clear plan for policies and practices to support the functions of HR (Ali, 2013). A primary reason for developing the best human resource blend allows small business owners to avoid hasty decision making in response to demands and pressures from the market (Kotey & Slade, 2005). Small business owners and employees can be equipped with the proper tools, skills, capabilities, and knowledge to effectively operate the business.

Prior research on small businesses indicated issues about human resource management research is restricted, can create a norm that involves innovation, and supports growth (Hornsby & Kuratko, 2003). Regardless of the size and structure of a small business they similarly face the same issues (Hornsby & Kuratko, 2003). Rutherford, Buller, and McMullen (2003) stated issues with human resource management does increase depending on the size of the business. Awareness of the similarity of issues small business owner's face may have encouraged action toward improvement and

advancement of human resource management. Implications of research on small businesses is limited, most inferences rely on prior research for propositions (Hornsby & Kuratko, 2003). Hornsby and Kuratko (2003) indicated the necessity for small businesses to receive external consultancy services to improve human resource management. Sheehan (2014) posited that small business focus is increasingly growing toward efficient and effective use of human resources because of its positive effect.

Human Resource Management

Human resource management (HRM) is the supervision of individuals in a work environment that consists of a singular or collective capacity (Anca-Ioana, 2013). An implication of HRM is managing people as a resource (Neves, Galvao, & Pereira, 2013). The idea of human resource management according to Welbourne (2011) is to create opportunities for people in the workplace to achieve success. Scholarship of people (human resource) creates avenues to develop and retain new knowledge (Welbourne, 2011).

Competition globally is increasing and businesses are constantly pursuing new avenues that provide opportunities to have a competitive edge, which the foundation is comprised of efficiency and effectiveness in the management of human capital (Hixson, 2011). Anticipations of HRM are that other theories from diverse disciplines will be added into discussion, then fresh theories will emerge, and the practices of human resource management will birth innovative outcomes (Welbourne, 2011).

Through internal services, human resource management divisions exist such as organizational development (OD), administrative management (AM), and skills management (SM) (Neves et al., 2013). The division of organizational development

applies to internal communication, culture and organizational environment, and leadership and motivation (Neves et al., 2013). Administrative management pertains to bureaucratic issues concerning salary, absenteeism, labor relations, and employee relations (Neves et al., 2013). Skills management addresses recruitment and selection, performance evaluation, training and talent management, and career management (Neves et al., 2013).

Human resource management is a field previously known as personnel (DeNisi, Wilson, & Biteman, 2014). The evolution of human resource management is one of the earliest forms of management functions (Deadrick & Stone, 2014). Langbert (2002) indicated that improvement in human resource management stems personnel growth, while better performing towards goals, creating more profitable businesses, and competition in the marketplace. In the last decade, review of the functions of human resource management expanded to human resource policies, practices, and procedures to determine the impact on individual employees as well as an organization as a whole for varying results (Tracey, 2014). The gap in the literature became clear as the link between human resource management research and human resource management practice (DeNisi et al., 2014).

The breakdown of human resource management encompasses categories of business management and strategy, workforce planning and employment, human resource development, compensation and benefits, employee and labor relations, and risk management (HR Certification Institute, 2015). Topics generally are in alignment with HRM includes staffing, compensation, and employees' relations and communications (Werner, 2014). Future anticipations of the Society of Human Resource Management

consist of staffing, labor relations, compensations, corporate social responsibility and sustainability, ethics, global human resource, workplace diversity as areas of importance for customary and continuous training (DeNisi et al., 2014).

Human Resource Management Practices

The description of human resource management practices is described as the culture of an organization (Hussain & Rehman, 2013). Hussain and Rehman (2013) posited including HRM practices in an organization is significant to retaining employees of high value and critical to the success of the organization. HRM practices provide a satisfying relationship between human capital and business owners (Cho & Poister, 2013). When employees feel their professional interests align with HRM practices positive efforts will follow (Cho et al., 2013). Recent studies identified organizational performance, employee satisfaction, and commitment tied to the human resource management practices (Amin, Ismail, Rasid, & Selemani, 2014). In the business environment the importance of HRM practices involves support for building trust in the business leaders from the employees, which equates to high-quality organizational performance (Cho et al., 2013).

According to Dawra (2014), the perception of HRMP varies depending upon the culture of an organization, structure, and human capital. Success of organization presently reflects the human resource management practices because it requires perceptual changes to govern activities, develop training, recruit employees, and determine performance parameters (Dawra, 2014). Other researchers state international human resource management, selection, training and development, compensation, performance appraisals, and diversity as the best human resource management practices

as well as key areas of development for optimal human resource management practices (DeNisi et al., 2014).

Prior synthesis of the term human resource management revolved around research and practice. Through research of human resource management, the determination of HR practice displayed a greater alignment (Tracey, 2014). Experimental data indicates an external environment of a business effects human resource practices (Tracey, 2014). Way et al. (2012), indicated flexibility in human resource practices of a business when the market is energized shows a positive relationship. The role of HR flexibility is an extension to the understanding of human resource management (Way et al., 2012). The importance of HR flexibility is applicable to the ability of businesses to adapt to energetic business markets and achieve success (Way et al., 2012).

Human resource management practices include recruitment and selection, performance evaluation, training and development, compensation, and labor relations (Hussain & Rehman, 2013). The human resource management practices relevant to the study are training and development, performance evaluation, and employee recruitment and selection. Use of the practices applicable to the study focus on training and development to improve knowledge and performance of employees, performance evaluation also known as performance appraisal that entails a logical approach to evaluating the performance of employees in comparison to organization standards (promotion, rewards, or termination), and recruitment and selection to attract individuals with exceptional skills and abilities as a personal and organizational fit (Hussain & Rehman, 2013).

Role of Human Resource Management Practices

The main role of human resource management practices involves competitiveness (competition) among businesses (Shammot, 2014). To survive and meet objectives of a business, quality human resource management practices support acquisition of the best human capital to perform at a high level in a business (Shammot, 2014). An increased effort toward acquiring human resource management personnel makes use of human resources to safeguard a business from competition (Shammot, 2014).

According to Barney and Wright (1997), a competitive advantage can be achieved in human resource management practices through human capital resources, talent, and a recruitment strategy (Barney & Wright, 1997). Human capital resources apply to knowledge, capabilities, and decision-making skills of individuals working in a business (Barney & Wright, 1997). Talent represents an individual with exceptional abilities and knowledge in their performance and a recruitment strategy reflects the foundation of hiring the top individuals on the basis of behavior and level of knowledge (Shammot, 2014; Barney & Wright, 1997).

Wright, McMahan, and McWilliams (1994) considered human resource management practices as a viable component of economic benefit for a business. Lado and Wilson (1994) identified human resource management practices as the foundation to obtaining a competitive advantage. Barney and Wright (1997) posited human resource management practices influences business performance, development of human capital, and commitment of employees.

An additional role of human resource management practices is to determine the current needs and long-term plans (Barney & Wright, 1997). Lack of consideration for the current needs of a business can limit growth. Long-term planning is critical for the

role of human resource management because it reflects the foundation of a business and planning (Barney & Wright, 1997).

In small businesses, the role of human resource management practices applies to legal requirements, recordkeeping, fair and equal treatment of employees, and efficiency (Kotey & Slade, 2005). As small businesses grow, the strategies supporting the human resource management practices will often evolve (Kotey & Slade, 2005). Small business human resource management practices also promote accountability, control, and flexibility when strategic changes are necessary (Kotey & Slade, 2005).

The role of human resource management practices in businesses consists of employing formalized practices, legal standards, and fair treatment of employees (Amin et al., 2014; Kotey & Slade, 2005). Also included in the role of human resource management practices is the increase and expansion of competitive advantages, development and maintenance of employee commitment, and improvement in organizational performance (Amin et al., 2014; Kotey & Slade, 2005). Human resource management practices in small businesses improve performance, which translates to a more competitive advantage in the environment that competitors reside (Rosli & Mahmood, 2013). The decisions in small businesses regarding human resource management practices has influence on the welfare of performance (Khan, Cheema, Syed, & Asim, 2013; Rosli & Mahmood, 2013). Performance is reflected in business growth and human capital competition, which is grounded in the role human resource management practices in small businesses (L. Altinay, E. Altinay, & Gannon, 2007).

Human Capital

Human capital is defined by the output of individuals in the work environment (Son, 2010). The role of human capital is vital to an organization in a macro and micro economic manner (Son, 2010). Concerning a macroeconomic angle, human capital improves the productivity of an organization, from a microeconomic standpoint human capital is a reflection of an educational component to develop employee for increased production (Son, 2010). Son (2010) stated the identity of human capital through conceptual understanding is possible, although measurement of their capabilities is difficult. The compilation of knowledge, capabilities, and understandings contribute to an organizations' success but is dependent on the willingness of an individual to share (Baron, 2011).

Human capital can cause an organization to succeed or fail, the existence of a business echoes the empowerment of employees (Dawra, 2014). Wright and McMahan (2011) also stated that human capital is essential to success of an organization. An increasing body of evidence identifies success of an organization is attributed to human capital (Duke & Udono, 2012). Human resource management also serves the purpose maximizing the potential of human resources (Zhang, Yuan, & Jiang, 2012).

The purpose of human capital reflects the performance of a business's operation and human resources (Crook, Todd, Combs, Woehr, & Ketchen, 2011). Human capital applies abilities, capabilities, and skills to labor in a business that enriches productivity and later transitions into income (Som, 2014). Organizational performance is tied to human capital and their efforts (Crook et al., 2011). According to Bal and Kunday (2014), the benefit of human capital is the support for businesses achieving competitive

advantages in other markets. Skills and knowledge is a recipe for success and influence on outcomes of experience and knowledge (Bal et al., 2014).

The benefit of human capital to small businesses is future development of individuals, which provides opportunities to cultivate competitive advantages (Wright & McMahan, 2011). Other research shows that implementing programs to develop human capital makes an organization stronger (Klaas, Klimchak, Semadeni, & Holmes, 2010). According to Fakhraddinmaroofi and Jalali (2012), the traits of human capital can be shaped or altered by experiences external of a small business, which serves as differentiating factors among businesses.

Training and Development

Attaining maximum performance involves improvement in the skill and abilities of the employees (Manafi & Subramaniam, 2015). In a study by Kayemuddin (2012) approximately 80 percent of growth in leadership stems from experience and knowledge and an additional 20 percent stems from training and education. Contributions to training and developing employees will ultimately convert to efficiency and the utmost activity for an organization in the market (Duke & Udono, 2012). Implications that arise from employee training and development are vital to workplace satisfaction, productivity, and organization commitment (Duke & Udono, 2012).

Training of employees has an extensive influence on the ability of a small firm to survive (Panagiotakopoulos, 2013). Lack of training and development programs equates to high turnover rates, which indicates that employees with extended lengths of employment in an organization is related to an abundance of training programs (Hussain & Rehman, 2013). Incorporating training in the workplace serves as a key identifier to

enhance employees' motivation (Panagiotakopoulos, 2013). To motivate employees through the use of training and development of human capital, review and consideration of the available types is recommended. Arneson, Rothwell, and Naughton (2013), presented a modified set of training and development competencies that contributes to expertise in the training and development profession:

- Performance Improvement
- Training and Delivery
- Evaluating Learning Impact
- Managing Learning Programs
- Integrated Talent Management
- Knowledge Management
- Change Management

Owners of small businesses overlook the need to review direct and indirect benefits of training and development to improve performance (Hargis & Bradley, 2011). Urgency is placed upon owners of small firms to conduct employee training to rebuild employee motivation (Panagiotakaopoulos, 2013). The lack of employee training does not contribute to the delivery of financial benefits (Panagiotakopoulos, 2013). According to Panagiotakopoulos (2013), encouraging employee motivation in small firms is based on two theoretical models:

1. Maslow's hierarchy of needs model- Five levels of needs for motivation of an individual basis are physiological, safety, love/belonging, esteem, and self-actualization (Maslow, 1943; Huanhuan et al., 2013). These needs range from

lowest to highest respectfully (Huanhuan et al., 2013). After the basic needs are satisfied then the hierarchy of needs table enacts (Thielke et al., 2012).

2. Expectancy-based Model- A relationship exists between performance and objectives for an employee. Measurement of an employee output depends on the target level of performance to reach an objective. The reward in connection to an objective must be favorable, which creates motivation of an employee (Lunenburg, 2011).

In small businesses, training takes precedence (Keogh, Mulvie, & Cooper, 2005). Fadahunsi (2012) suggested an element contributing to small business growth involves workforce training. Training of an employee should be parallel to the growth tendencies of the organization (Fadahunsi, 2012). Providing training opportunities is crucial to the process of employee motivation and development within a business to increase engagement of employees' (Guinn, 2013). Employee engagement was a consideration for the small business to include in the quest of developing human capital.

The support of employee training and development also stems from the resource-based view describing the ability of business owners to display their expertise and skillful employees as competitive advantages over competition (Chinomona, 2013). Increased business performance becomes a reflection of the competitive edge (Chinomona, 2013). Expertise of a small business owner has an effect on the organization but employee training and development has a more robust effect (Chinomona, 2013). Employee training and development provides value to a small business and emphasis on training employees is of significant importance (Chinomona, 2013). Training employees should reflect the organizational culture and the commitment to developing the capabilities of

human capital with respect to the objectives of a small business (Chinomona, 2013).

Business may increase as the owners invest more in training their employees.

The topic of leadership training and development is growing, with respect to the last ten years (Clarke, 2012). Emerging from increasing interest includes a wider perspective and better understanding of what influences leadership (Clarke, 2012).

Clarke (2012) also identified leadership training and development relevant at five different levels of analysis:

1. Individual Level – the accumulation of abilities, comprehension of leadership qualities and self-reflection, and actions as an example of leadership training and development.

2. Leader-Follower Dyad Level - a collection of members able to bond with leaders internally and externally of an organization for a shared relationship or as a link to other members.

3. Team Level - leadership of an individual is a resemblance of the influence on results, productivity, the exchange of common standards and reliance, group procedures, and the leader's encouragement for the collaboration of the groups' resources.

4. Organizational Level - the focus is on the methods and values for long-term growth parallel to the objectives of an organization and guides to maintain connectivity of networks.

5. Community Level - leadership is grounded in a cooperative atmosphere that supports long-term productivity, a self-sufficient environment, influence of policy and procedure behaviors, circumstances and devices to support mutual leadership, and alliances along with networking within an organization.

Continuous employee training and development provides value in management of human resources (Srimannarayana, 2011). In some instances, small business owners see training and development as well as other related types of training unreasonable (Hargis & Bradley, 2011). Neglecting training and development needs leads to employees becoming disenchanted with their job, motivation loss, and willingness to provide effort decreases (Pajo, Coetzer, & Guenole, 2010). The loss of vital skills and experiences from employee termination has a negative impact on the remaining employees as they may demonstrate less effort and productivity (Pajo et al., 2010).

Performance Evaluation

Performance evaluation is the rudimentary process of improving performance in an organization (Rynes, Gerhart, & Parks, 2005). Other terminology for performance evaluation includes performance appraisal and performance management (Armstrong & Taylor, 2014). The term performance evaluation will be used in this research. Motivation and capability of employees using performance evaluation is achievable through developmental feedback (focusing on performance improvement) and administrative decision making (rewards such as promotion and increase in pay or punishment that leads to discharge) (Rynes et al., 2005). Wyner (2014), posited, the importance of performance evaluation is the linkage of goals and strategies in a business, which supports critical business initiatives.

Performance evaluation is a tool to improve the value of work output, employee inspiration, and advance in performance among employees in an organization (Neves et al., 2013). The purpose of performance evaluation is to capture and describe the direction for employees within a company through achievements, goals, and

implementation of the organizations' mission, vision, values, and objectives (Holtbrugge & Mohr, 2011). Evaluation of employees should more likely occur during a fiscal year and establish building blocks for employees to improve upon (Neves et al., 2013). Rani (2013) findings stated the performance appraisal can be performed on a quarterly basis, include a self-appraisal, performance assessment, offer a friendly working environment, and determine the employee direction in connection to organizational development.

Performance evaluation is describable in two forms such as modern view and traditional view (Hojabri, 2011). In a traditional view, prior performance of the employee determines judgment (Hojabri et al., 2013). The basis of the modern view is that future development in totality is formatted through satisfaction, improvement, and effectiveness (Hojabri et al., 2013). Hojabri, et al. (2013) determined to achieve company objectives, evaluations should focus on development programs, judgment, and improvement.

Adverse uses of performance evaluations include punishment of employees' performance but is not recommended (Armstrong & Taylor, 2014). The main benefit of a performance evaluation is the ability to identify significant performance and areas that lack growth (Armstrong & Taylor, 2014). Discretion should be minimal for the individuals administering the evaluations, include the prior year's objectives to complete, planning, training, new objectives, and career path management (Armstrong & Taylor, 2014). Important to development and encouragement of performance of employees is an analysis specific to each individual rather than general (O'Boyle, 2013). Managers or supervisors can evaluate high performing and low performing employees separately

while still executing fair and just evaluations (O'Boyle, 2013), which may support the development of human capital.

As employees strive to align their efforts with the purpose, mission, vision, and objectives of an organization, performance evaluation may vary in influence depending upon the business. Seven types of performance evaluations tools include:

- Essay evaluation - The employee is free to elaborate on the development of knowledge, challenges, attitudes, weaknesses, strengths, and prior work related experiences. Areas of improvement are a recommendation to include in the essay evaluation by the employee.
- Self-evaluation - Employees conduct a self-assessment without supervisor criticism. The objective of self-evaluation is to encourage interaction between the manager and supervisor as well as offer increased understanding and agreeance on the expectations of performance.
- Behavioral checklist - A checklist of behaviors that varies depending on the job assignment. Employee performance is determined according to the job responsibilities and the type of behavior exhibited to complete the job.
- Management by objectives (MBO) - A manager and employee mutually agree to a set of definite goals to achieve in a timeframe. Achievement or failure of the goals has a clear value, which the responsibility to meet the sales goal rests with the effort of the employee.
- 360-degree feedback - Feedback comes from a variety of sources such as but not limited to managers, customers, subordinates, and colleagues.

- Rating Scale - A performance system was developed by the business owner to identify the level of performance from an individual. The rating scale determines if the performance is a success. Unsuccessful efforts from employees encourage a manager to develop a plan to improve performance.
- Psychological appraisal - The evaluation of the employees' intelligence, emotions, and methodical abilities as well as other psychological capabilities determines what type of team an individual is compatible with (Armstrong & Taylor, 2014; Drogomyretska, 2014).

To make performance evaluations effective, consideration of three steps is important (Wyner, 2014). First is the measurements of what is relative to performance of the business, second, determine realistic goals and highest priority to least priority, and third, record and report the impact on the organization's overall goals (Wyner, 2014). O'Boyle (2013) noted that performance evaluation has many benefits, but the most noticeable are management and employee communication.

Employee Recruitment and Selection

The description of employee recruitment and selection applies to any organization seeking to find and interest people to obtain open positions of work (Amin et al., 2014). To find a possible candidate to hire at an organization consists of identification, attraction, and selection of individuals (Manafi & Subramaniam, 2015; Amin et al., 2014). Recruitment and selection as well as the process of hiring is a vital practice in organizations and is a major concern (Manafi & Subramaniam, 2015).

Identification in the recruitment and selection process refers to understanding where the ideal applicant will most likely come from (Martocchio, 2011). In the

identification phase potential candidates are more identifiable when job skills requirements are more advanced (Tanveer, Shaukat, Alvi, & Munir, 2011). Possible considerations for identifiable candidates could be internal or external to the organizations, churches, community partners, referrals, coworkers, staffing agencies, or college graduates. Depending upon the size of the company pinpointing the ideal candidate may reflect the roles and responsibilities of the job function.

Attraction in the recruitment and selection process encompasses appealing to possible job candidates that are related to the job requirements (Martocchio, 2011). The attraction of employees is one of the most vital components in the recruitment and selection process (Shammot, 2014). Candidates will express their job skills and capabilities in alignment with job criteria as part of branding as a fit to the role within an organization (Shammot, 2014). According to Martocchio (2011), in the attraction step, the strengths and weaknesses of each candidate is important to determine the more suitable individual in the selection step.

Selection of employees is important to choosing the preferred individual to obtain a position (Khan et al., 2013). The most reliable and valid process of selecting candidates is consistent with skills, knowledge, and ability that aligns with the core values in a business (Hargis & Bradley, 2011). During the selection process, individuals may undergo a background check, testing, probationary period, and interview(s) (Hargis & Bradley, 2011; Khan et al., 2013). For some organizations a probationary period is beneficial to an organization as the potential hire engages in the organizational culture (Khan et al., 2013).

The key to recruiting, attracting, and selecting employees that want to establish careers of longevity and invest time along with quality of work ethic is job satisfaction, low turnover, and enhanced job performance (Chen & Cheng, 2012; Rehman, 2012). Excessive turnover in organizations is attributed to low job satisfaction (Chen & Cheng, 2012). When applicants of a job opening experience full disclosure of the job criteria they are more likely to remain at said company (Rehman, 2012). According to Rehman (2012), the ability to recruit and retain the finest people for an organization is a global issue.

At the foundation of human resource management practices is recruitment and selection to obtain the best talent available and increase organizational performance (Rehman, 2012). Establishing a method for recruiting and selecting individuals will allow members of an organization to retain a group of individuals that are productive, efficient, and effective (Shammot, 2014). Traditional methods of recruitment include: newsprint classifieds, ads, announcements, pictures, and human resource departments, personal connections, educators, and staff members (Chen & Cheng, 2012). When individuals are applying for job opportunities they are using select categories such as family or friends, internet or printed sources of information (newspaper, advertisements, or posters), staffing companies, and some other known means (Chen & Cheng, 2012). Paramount practices to recruit and select employees correlate with and organizational competitive advantage and performance (Amin et al., 2014).

Leadership as Applied in Small Business

Vito, Higgins, and Denney (2014) posited that leadership could be thought of as a sequence of combined components. The application of leadership in a small business

reflects the importance of human capital and their contribution to success of a small business (Holloway, 2013). When leadership behavior is constant in model form individuals follow suit to perform better with action and guarantee in their environment (Holloway, 2013). Leaders should lead by example as their actions reflect the organization as whole and individually (Salvatico, 2006). As leadership is applied in small businesses the more noticeable understandings of leadership are communication, collaboration, success, and growth (Koryak et al., 2015; Holloway, 2013).

In small businesses, leadership is applied in many ways that benefits the owners, employees, consumers, and community. Leadership applies in a manner of success to small businesses. In the act of applying leadership in a small business by leaders, employee motivation ignites as a result the performance improves (Kayemuddin, 2012). Success is not achievable in a small business without leadership because of the need to adapt to concerning demands in the marketplace (Kayemuddin, 2012). As those changes occur it is imperative to apply a blend of the leadership styles to situations as they may arise (Kayemuddin, 2012). Leadership applies to growth in small businesses in respect to the capabilities of the employees (Koryak et al., 2015). As the capabilities of the employees increase the evaluation of the performance can generate from practices in use and adaptation to market shifts (Koryak et al., 2015). Owners may consider capabilities of the employee for growth in areas of weaknesses and strengths but with supporting leadership.

Organizational profitability is a reflection of the application of leadership in a small business. Leaders of small businesses strive to guide the employees towards increasing effectiveness and satisfaction in a business, which attributes to success of the

owners (Valdiserri & Wilson, 2010). Communication is significant in the application of leadership, which is applicable to molding and forming relationships in an organization (Salvatico, 2006). Through communication, employees are knowledgeable of various leadership styles that aide in managing complex situations (D. Duren, *personal communication*, October 23, 2015).

Adult Learning Theory

Adult learning theory focuses on the learning approaches of adults (Clapper, 2010). Construction of the adult learning theory evolves around the concept of andragogy (Curran, 2014). The adult learning theory can also be referred to as theory of andragogy (Curran, 2014). Feelings of the learner are the foundations to the assumptions of adult learning theory specifically to acknowledge the point of reference for an adult learner, in which does that individual have accountability for what needs to be learned (Chinnasamy, 2013).

Adult learning theory was first introduced by Malcolm Knowles in the 1950s (Halpern & Tucker, 2015). Knowles was the most prominent person to direct attention to adult learning theory (Halpern & Tucker, 2015). The concept of andragogy was proposed, which described “the art and science of teaching adults,” specific only to adults (Knowles, 1970, 1980). According to Knowles (1984), six assumptions characteristics from adult learners are derived from an andragogic model that serves as the foundation of adult learning theory. The six assumptions include:

1. Necessity of information to know.
2. Learner’s self-concept (responsible, self-direction, and independence).
3. The varied foundation of knowledge learner’s experience.

4. Eagerness to study.
5. Positioning to learn.
6. Internal drive to acquire knowledge (Knowles, 1984).

Knowles (1984) posited adult learning theory is centered on organizational development, which four principles characterize adult learners such as 1) self-directed, 2) wide-ranging and in detail experience for self-identification, 3) prepared to acquire knowledge, and 4) task motivated (Kenner & Weinerman, 2011). Knowles also stated the life style of an individual determines his or her framework of learning (Zmeyov, 1998). The learner-teacher environment is shared for improved results but at the request of the learner (Zmeyov, 1998).

Adults and their capacity to learn can vary depending upon the working environment of a small business, competition, and community in which is receiving service. Learning can be an objective perspective based on the work history, education, and the ability to accept feedback for the growth of an individual. The concept of adult learning theory is to engage and implement learning that fosters collaboration between the leader and follower rather than an individual facilitating development. Kenner and Weinerman (2011) identified in adult learning theory the main benefit is heightened workplace performance.

Adult learning theory can provide an environment for small businesses that includes shared learning. The perspective of adult learning theory is referenced as problem-based and collaborative (McDonough, 2013). The effectiveness of adult learning theory is attributed to developing and implementing programs of education for adults (Gilstrap, 2013). Adult learning theory has key concepts such as awareness,

competition, and repetition that support the learning abilities of adults (Kenner & Weinerman, 2011; Halpern & Tucker, 2015). The role of adult learning theory in this study was to engage in deeper thought and understanding of theories pertaining to small business owners' development of human capital as it may encourage owners to understand how the employees learn. A mental capacity that encompasses awareness, competition, and repetition could influence the owners to develop and implement a culture of learning in small businesses that advance the intellectual levels of the human capital.

Transformational Leadership

Transformational leadership encompasses conversion of individuals and their social status (Kendrick, 2011). The groundwork of transformational leadership is how performance of individuals exceeds their normal level of output (Kendrick, 2011). Luzinski (2011) defined transformational leadership as a systematic process that increases productivity, which details transformation as a strategic process. To stimulate necessary behavior, the leader uses characteristics such as charisma, inspiration, individual consideration, and intellectual stimulation (Vito, Higgins, & Denney, 2014). The influence from transformation leadership may raise the level of accountability from the small business owner to build a relationship with his or her team member for growth of the human capital.

The introduction of transformational leadership first came from James MacGregor Burns (Kendrick, 2011). Vito et al. (2014) stated transformational leadership is continual progression of an individual that is tied to the emotional connection with the leader.

Trust is important in transformational leadership and critical to higher performance levels that are sustainable and over excelling (Dumdum et al., 2002).

Bass (1985) described the foundation of transformational leadership. Within the foundation Bass identified four main factors of transformational leadership, which included: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Idealized influence is centered on trust between the leader and follower to exhibit high ethical concerns; inspirational motivation establishes the vision for followers as well as indicating what is right and wrong; intellectual stimulation directs followers to incorporate better problem solving to challenges through creativity; and individual consideration is the singular attention to each follower according to coaching, mentoring, and growing chances (Yukl, 2010; Kendrick, 2011). According to Giltinane (2013) transformational leadership support the leaders in developing their own leadership skills and independent status. The combination of four factors supports movement toward to a norm that surpasses the prior performance (Kendrick, 2011). Couto (1995) postulated that transformational leaders induce followers' awareness of how they feel that transfers to decisive action. Compiling the benefits of transformational leadership may lead to a more effective leadership and development of human capital in small businesses.

Alterations often occur in the small business environments that may cause small business owners to react as they strive for competitive advantages among other companies. The benefit of transformational leadership is that it enabled small business owners to see benefits lasting far beyond training (Arthur & Hardy, 2014).

Transformational leadership serves best when the follower performs greater than he or she estimated to improve mediocre performance (Arthur & Hardy, 2014).

Transformational leadership is supportive to challenges in small businesses with developing human capital. The key notion of transformational leadership is the correlation to inspiration (Jha, 2014). Leaders coordinate one-on-one communication with the followers to accurately identify the needs through coaching and mentoring that helps followers achieve their maximum possibilities (Jha, 2014). Transformational leaders form followers to align their behavior with growth of a company in association with competitiveness (Jha, 2014). Behavior, growth, and competition are vital mechanisms stimulating understanding and awareness that may positively move owners to define their business structures and development plans.

Situational Leadership

Situational leadership places emphasis and direction on the followers to adopt a leadership style that is interchangeable with each situation for the proper course of action (Grimm, 2010). The foundation of situational leadership is on support of the leader and direction, along with the progressive development of a follower (Grimm, 2010). The core principal of situational leadership requires assessment of a situation and coordination of an applicable style of leadership matched with the specific level of readiness (Lynch, McCormack, & McCance, 2011).

Follower's level of readiness is gauged according to ability and willingness (*Situational leadership for productivity through people*, 2014). Situational leadership willingness is a mixture of confidence, motivation, and commitment from a follower to complete a task (Luo & Liu, 2014). The behavior in situational leadership can be either a

task or relationship (*Situational leadership for productivity through people*, 2014). Task behavior occurs through one-way communication from the leader to a follower with specific instructions to complete a task (Luo & Liu, 2014). Performance of the follower is closely monitored (DeGraw & Sizoo, 2013). Relationship behavior represents two-way communication in which the leaders offer encouragement, interaction, and the follower is exposed to decision making from the leader (Luo & Liu, 2014).

Hersey and Blanchard (1995) developed the situational leadership and first introduced it in the 1960s (Bedford & Gehlert, 2013). In situational leadership, the leader must maintain a delicate status with the followers' readiness level (Goodson, McGee, & Cashman, 1989). Readiness level in situational leadership is described regarding ability and willingness (Goodson et al., 1989). There are four levels of readiness and they can fluctuate between ability and willingness, ranking according to R1 to R4 (Hersey, Blanchard, & Johnson, 2004). Situational leadership benefits human resource management through a four step approach identified by Hersey and Blanchard. The four-step process in order of occurrence is: 1) identify the important outcomes 2) identify situational conditions 3) match the leadership style of the follower to the initial stage of a situation and 4) situational leader changes their style and behavior (Hersey & Blanchard, 1997; Lynch et al., 2011). Each of the four steps contributes to knowledge of a situation and determining the applicability of an action.

Situational leadership applies to human resource management in such a way that supports business owners' ability to demonstrate leadership appropriate to a situation during training. Also in the employee recruitment and selection phase, owners are equipped with tools and skills to scale an individual's current capabilities. Comparisons

can be made according to the expectations of the organization and determining if an individual is a good fit for the organization. Developing a culture of situational awareness may support the owners' vision of employing highly trained staff in comparison to other small businesses for competitive advantages in the marketplace.

Situational leadership is instrumental in producing a sustainable and reliable organization (DeGraw & Sizoo, 2013). When applying an in-depth understanding of situational leadership in regards to task behavior, relationship behavior, and readiness levels, tasks can be completed and confidence levels raised (Bedford & Gehlert, 2013). The key to situational leadership is matching suitable behavior to a situation and the followers. The void of a situation is fulfilled by the leader using situational leadership (Hersey & Blanchard, 1995). Implementation of behaviors of task and relationship along with levels of readiness aids in the need and desire to acquire and train leaders with physical and mental capacities to apply the competencies of ability and willingness in a business environment.

Transactional Leadership

Transactional leadership is the use of power to encourage results from the followers through the exchange of extrinsic rewards (Mahdinezhad, Suandi, Silong, & Omar, 2013). Leaders influence followers through bargaining power to inspire performance (Vito et al., 2014). The key to understanding transactional leadership is the contingent reward offered by leaders is connected to the effort of the follower; however, the follower can provide counteractive actions as well as continuous actions (Mahdinezhad et al., 2013). Active leaders can ensure the results from followers become a reality (Tysen, Wald, & Spieth, 2014).

There are three areas of importance to transactional leadership 1) expectations of the leaders such as contingent reward, 2) management by exception-active, and 3) management by exception-passive (Mahdinezhad et al., 2013). Leaders use contingent rewards as an incentive upon completion of a task that will foster motivation (Breevaart et al., 2014). Management by exception-active reflects upon anticipating mistakes of the follower and applying rules to deter such as actions in the future (Breevaart et al., 2014). Management by exception-passive, in contrast, is the confrontation of leaders with their followers when their actions are not satisfactory along with comments of dissatisfaction, but this mostly occurs when a leader has a wider extent of control (Breevaart et al., 2014).

Bass (1990) and Burns (1978) posited, transactional leadership is centered on transactions as the leaders align the followers with high organizational objectives and responsibilities. Transactional leadership is described as the exchange of deals that are in agreement with the leader and follower (Howell & Avolio, 1993). Leaders in transactional leadership communicate to followers their objectives and outline the rewards upon completion (Saeed, Almas, Anis-ul-Haq, & Niazi, 2014). The intent of transactional leadership may support an approach owners can apply to their small business to motivate and retain top performing employees while increasing the businesses profitability through completed tasks.

Small business owners may undergo periods of low production and output in the organization and may experience situations where the employees will underperform. With the transactional leadership concept in place, the owners would be able to engage in corrective action and motivate employees through contingent rewards. The most

important understanding in the application of transactional leadership is that performance is monitored and the leaders leverage their relationship with followers through rewards for achievement of expected results (Mette & Scribner, 2014).

The important parameters in transactional leadership are power and influence, which both the leader and follower possess through compromise (Vito et al., 2014). Giltinane (2013) posited the leader rewards the follower for dedication and determination in completing a task. Tyssen, Wald, and Spieth (2014) referenced transactional leadership as a monitoring system of deviations from job duties and inconsistencies. In comparison to transformational leadership focusing on the vision, influence, trust, and motivating followers, transactional leadership is an exchange of rewards for performance achievements (Giltinane, 2013). Mette and Scribner (2014) indicated that transactional leadership directs control over circumstances and in return individuals for awarded benefits. The span of control in transactional leadership may support individuals to increase their performance to gain access to resources (Mette & Scribner, 2014). Observation of the work output, delegation of control, and rewards in exchange for results allows the owners to measure the performance of human capital individually and collectively.

Parallel and unparalleled thought was present among transformational, transactional, and situational leadership regarding the viewpoints of human resource management factors. Similarities in the methods included empowerment, goals, performance, and awareness. Understanding the differences outlined the perspectives from small business owners beneficial to the development of human capital rather than focusing on the similarities. Transformational leadership involves trust and influence

(Arthur & Hardy, 2014). Situational leadership may support transformational leadership through the followers' abilities to assess a situation in conjunction with readiness to exceed expectations described in transformational leadership (Luo & Liu, 2014).

Transactional leadership may stimulate actions through tangible rewards.

Transformational and transactional leadership both share a similarity in the leadership styles in the interactions of the leader and follower (Giltinane, 2013). Transformational leadership is a continuous forward progression of a follower (McCleskey, 2014), as opposed to concern for contingent rewards or situation awareness.

Through transformational leadership, followers will forfeit their personal gains to further advance an organization (Effelsberg, Solga, & Gurt, 2013). The major differences in the each of three leadership theories lie in key components such as:

- A. Transformational leadership- ideal impact, inspiring enthusiasm, logical encouragement, and discrete concern.
- B. Situational leadership- ability and willingness.
- C. Transactional leadership- conditional reward, management by exception-active, and management by exception-passive (McCleskey, 2014).

The depth of situational leadership may have provided more value to owners and employees that will influence the plans for development of human capital. Situational leadership is also unique to the study as it directs attention to the situation first and then the appropriate leadership style before resolving a situation (O'Reilly, Matt, & McCaw, 2014). The key components in situational leadership comprises of ability and willingness (O'Reilly et al., 2014). The sound of situational leadership seemed applicable to critical or rigorous situations and stimulation of careful decision making. Transactional

leadership is mainly a relationship between the objective and contingent rewards (Odumeru & Ogbonna, 2013). Situational awareness could be applied to transactions as leaders consult with underperforming human capital.

The human resource management factors supported an improved comprehension of human resource management knowledge. Subsequent segments provided further content of the role and profession of human resource management. Dialogue of the human resource management factors included training and development, performance evaluation, and employee recruitment and selection.

Human Resource Management Practices and Research Methodologies

The challenges within the topic of human resource management practices indicated by McEvoy (1984) were tracked back to selection of human capital, training and development, and human capital utilization. Information presented in this study expands on the literature in a direction that couples concepts research usually researched independently. Comprehension of human resource management practices is key for small business owners (Sheehan, 2014), which required a methodology that could explore a topic in depth. The choice to use mixed method research stemmed from a pragmatic approach and research questions guiding the design (Aaron, 2011). Use of mixed method research broadened the depth and understanding of human resource management practice issues by considering each component of research as a distinct weight to the research rather than the same (Bainbridge & Lee, 2013). With mixed method studies, the weakness of qualitative and quantitative individually lessened influence but collectively offer a more comprehensive insight of the topic (Aaron, 2011).

Mixed Method Research

The core of mixed method research is grounded in the model of qualitative and quantitative research as a style of inquiry (Terrell, 2012) in the exploration of human resource management practices. Mixed method research employs practical knowledge, generalizations, and in-depth understanding of the research (Terrell, 2012). Mixed method research provides a thorough representation of a phenomenon that supersedes any labor and financial responsibility needed to produce the study (Tunarosa & Glynn, 2016). The benefit of using mixed method research is that it is generalizable and reliable (Polit & Beck, 2008; Watson, 2014). Generalizability pertains to the quality of the conclusions of the population (Watson, 2014). Reliability references the ability of the instrument to make the measurement each time it is used on data it was proposed to measure, which increases confidence in the instrument (Polit & Beck, 2008). Both generalizability and reliability are achieved using combining qualitative and quantitative to make mixed method research.

Support for mixed method research suggests it is operational in exploring many different occurrences, typically when in research studies the research questions aim to link new and existing theories (Edmondson & McManus, 2007). Mixed method research also is a pragmatic approach that includes multiple perspectives from individuals to discover what's functional, while appreciating knowledge that is objective and subjective (Cherryholmes, 1992; Tashakkori & Teddlie, 2003; Hanson, J. W. Creswell, Clark, Petska, & J. D. Creswell, 2005). The unique component of mixed method research is qualitative and quantitative research can be complimentary of each other by using the results of one research method for development in the other research method (Goodyear, Tracey, Claiborn, Lichtenberg, & Wampold, 2005; Beck, 2005; Hanson et al., 2005).

The complimentary approach of the opposite research methods to form mixed method research is critical gathering the subjective perspectives of the concepts in the study that is not available with them individually.

Qualitative Research

For the current research study consideration of qualitative research was necessary. By using qualitative research studies, the focus is on understanding beliefs, experiences, attitudes, behaviors, and dealings of individuals (Quick & Hall, 2015). The orderly analysis in qualitative studies is an attempt to describe the lived experiences in a logical flow of events to attract the attention of the audience (Quick & Hall, 2015). Previous scholarly qualitative research study human resource management practices differently (Bulut & Atakisi, 2015; Mankelow, 2008; Werner & Herman, 2012; Algorta & Zeballos, 2011). Qualitative research has a foundation of humanistic or idealistic thought (Vibha, Bijayini, & Sanjay, 2013); however, the aspiration is to gain a better understanding of views and perceptions of human resource management practices for development of human capital.

Flaws of qualitative research were necessary to reflect upon in this research. The bias of the research is a flaw that requires elimination in a discussion of the topic (Vibha et al., 2013). In qualitative research ethical issues rests with the researcher thus indicating the researcher can determine what is ethical (Khan, 2014). Generalizability of the qualitative research is another flaw because in the social science field, generalizability is excluded (Gheondea-Eladi, 2014). With qualitative inquiry, the researcher is pressured with critical decisions involving person identifiers and detailed descriptions of the participants, which may lead to vulnerability or breaches in confidentiality (Johnson,

2015). According to Johnson (2015), qualitative research uses personal information that is normally kept confidential. As a consequence, participants are vulnerable and ultimately are more easily identifiable (Quick & Hall, 2015).

Quantitative Research

Consideration for the quantitative research method was established. Quantitative is the examination of variables (independent and dependent) to determine their causal relationship (Ingham-Broomfield, 2014). Causal relationships are derived from statistically significant analysis of the results in quantitative research (Ingham-Broomfield, 2014). The causal relationships in quantitative research focus on deductive reasoning, however, the causal relationships are not assured (Atkinson, 2012; Jencik, 2011),

The quantitative research methodology also has disadvantages much like the qualitative research method. A disadvantage of quantitative research is the interpretation of the results during the analysis phase of research (Hoe & Hoare, 2012). Misinterpretation of the research data can develop if the incorrect reporting occurs (Hoe & Hoare., 2012). Thorough reporting of research data is important to credibility of the research (Hoe & Hoare., 2012). The presentation of data in quantitative research is to verify if a hypothesis is true (Gaskin & Chapman, 2014). In quantitative research individuals are removed from their normal environment which makes it impossible to gain a true understanding of the results from the study (Jencik, 2011).

Mixed Method Research Revisited

After reviewing the advantages and disadvantages of mixed method, qualitative, and quantitative research, the next area of concern is to lessen the shortcomings as it

pertains to mixed method research. Mixed method research trails the research questions of the study to provide a more useful way to formulate answers (Borrego et al., 2009). Research methods common in previous studies included qualitative and quantitative research. Qualitative research is well known generalizability, however, if the proper sampling, coding, and data analysis process is used generalizability is possible (Gheondea-Eladi, 2014). Reliability of qualitative research is dependent upon the coding scheme of the data analysis, which top-down and bottom-up are available to achieve reliability (Gheondea-Eladi, 2014). The consistency of data measured by an instrument in quantitative research reflects reliability (Polit & Hungler, 2013). Generalizability is known in quantitative research to determine the quality of study based on the extensive conclusions of the population (Allwood, 2012; Polit & Beck, 2010). Mixed research, based on what is known it holds true to generalizability because the samples are more representative, which increase in confidence in generalizability (Polit & Beck, 2010). Mixed method research is generalizable from the quantitative data and further insight transpires on the findings in the qualitative data (Johnson et al., 2007). Reliability is obtained in mixed method research through the quantitative component of the study by obtaining the same output each time an instrument is used for measurement (Watson, 2014).

This mixed method study fit into the literature methodologically by using abductive reasoning to gain understanding (Lipscomb, 2012) of the critical realities (Shannon-Baker, 2015). Gaining understanding is achieved by gathering subjective perspectives from the small business owners. Mixed method research is uncommon and is a key contribution to the study because human resource management practices is not a

widely adopted function in small businesses (Kotey & Slade, 2005), which is a reason to gain perspective from the small business owners. Exploration of subjective views is communicable in a manner that identifies perspectives individual share as well as the differences to explain the factors of the study (Simons, 2013). The other uncommon component of the study that is a key contribution to the study is the research design which is described in the next section.

Human Resource Management Practices and Research Design

Q methodology research design is a mixed method approach to improve understanding of a topic, subjectively (Brown, 1993; Stephenson, 1953).

Phenomenological and correlational represent qualitative and quantitative research design types respectively (Polit & Beck, 2008). The phenomenological research design provides researchers with an exploration of a phenomenon as the foundation is in individual perspectives (Polit & Beck, 2008). Correlational research design determines the causal relationship between variables (Polit & Beck, 2008). Phenomenological and correlational are research designs of qualitative and quantitative methodologies respectively but they do not comprise Q methodology. Q methodology is rather a mixture of qualitative and quantitative methodology with continuous interaction by sorting of statements (Yang, 2016). As a research design, a review of the lived experiences and relationships between two variables is not adequate to the purpose of study.

Phenomenology requires the researcher and participant to conduct in-depth conversations to promote understanding of an event from the participants' viewpoint through interviews (Polit & Beck, 2008). The requirements of phenomenological research does not apply to understanding subjective views of human resource

management practices from small business owners because the lived experiences of a phenomenon is not the focus of this research. Correlational research has a focus of describing the interrelationships between two variables about the practicality of problem-solving (Polit & Beck, 2008). Use of correlational research design does not support the study because it requires the examination of independent and dependent variables to determine causal relationships in the form of interrelationships or associations (Polit & Beck, 2013).

Q methodology offers an opportunity to study human subjectivity and any individual with a basic level of understanding of statistic principles can perform the study (McKeown & Thomas, 2013). By bringing together qualitative research to the territory of quantitative research, the data becomes subjective also known as self-reference, an expressive of a person's viewpoint (McKeown & Thomas, 2013). Q methodology provides value in the form of molding from subjective to objective understanding (McKeown & Thomas, 2013).

Factor interpretation is important and the most difficult part of Q methodology research in that it is collective (Stephenson, 1953; McKeown & Thomas, 2013; Wright, 2013). Wright (2013) posited that Q methodology is a study to capture how people view their selves rather than how they are regarded. In the current study, a review of the current literature explored human resource management practices, since Q-method studies are rich in data and applicable to general or specific research questions (Wright, 2013).

It is necessary for a researcher to know Q methodology is appropriate for any educational research to gather subjective perspectives (Ernest, 2011), which is why it is

more suited for the study. Q methodology incorporates a macro view of a topic from the perspective of an individual (Previte, Pini, & Haslam-McKenzie, 2007). Q methodology approach was the selection to complete the goal of the study, which, is to explore the subjective views of small business owners that can provide their opinions about a topic (Brown, 1993; Stephenson, 1953; Stephenson, 1993). Since the purpose of the study was to explore subjective views of human resource management practices, Q methodology increased the researcher's ability to explore the topic in greater detail.

Potential flaws of Q methodology research were important to recognize for the sake of understanding the challenges in adopting this research method. The most obvious flaw with Q methodology is time consumption (Previte et al., 2007). Concourse development can be a lengthy process because it is a determination of validity and reliability in the study (Simons, 2013). Another flaw with Q methodology is the inability to determine the frequency of perspectives from an individual; the focus is rather shared on the conflicting views (Previte et al., 2007; Ellingsen et al., 2010). Crossed (2005) argued a risk of bias from the researchers' interests in the data because of task responsibility. The bias concern is mainly attributing to respondents opposing views of the research results (P. Massingham et al., 2012).

Gathered information in the study was captured by a structured survey for factor interpretation. A survey by mail or email was the primary and secondary form of data collection. Influence varies with each factor influence on the type of instrument to use, which was essential to refrain from using personal bias. Questionnaires include a series of open-ended questions that are time-consuming and are later correlated for measurement (Creswell, 2008). The benefit of a questionnaire is the ability of the

participants' responses to remain anonymous (Leedy & Ormrod, 2010). Questionnaires have a low return rate thus indicating the results will not reflect the sample of the population (Leedy & Ormrod, 2010). Leedy & Ormrod (2010) posited that responses to questionnaires reflect the reading and writing literacy of the participant, which may lead to misunderstanding of the questions. Use of a questionnaire did not fit the purpose of the study as the intention was rather to capture the opinions of participants representing the population.

Surveys provide the opportunity to gather information from individuals regarding their opinions (Leedy & Ormrod, 2010). The advantages of performing the survey accommodates to capturing the opinions of the participants from the larger population (Leedy & Ormrod, 2010). Clarity of the opinion is received through self-reported data (Leedy & Ormrod, 2005). Sometimes a good list from the target population is not obtainable (Creswell, 2008). If a decent list not obtainable it can be mitigated by compiling multiple lists from the target population after additional attempts to collect data (Creswell, 2008). Because the purpose of the study was to explore the topic of human resource management practices, surveys allow better insight into the subjective perspective of the participants.

Mail or e-mailed surveys is how data will be collected from the participants rather than by telephone and face-to-face. During telephone surveys, the responses from the participants are recorded (Creswell, 2008). This survey type does allow the researcher to gather information when the participants are scattered (Creswell, 2008). Telephone surveys, however, do require the researcher to find an instrument to capture the responses (Creswell, 2008). Face-to-face surveys are beneficial when sensitive information is

asked in the data collection phase (Creswell, 2008). The researcher must be aware of the time availability of participants and refrain from interrupting with personal opinions (Creswell, 2008).

Creswell (2008) indicated mailing the survey is the best form of delivery because participants can remain unidentified. According to Creswell (2008) use of email allows the survey delivery to the participant to process quickly to the participant and back to the researcher. E-mail can limit the research's' data collection when participants do not have access to the internet (Creswell, 2008). Having knowledge of the disadvantage, e-mail of a survey is secondary.

Conclusions

Chapter 2 provided a comprehensive overview of the literature about human resource management practices. Research of small businesses and factors of the study are integral components to the general problem, specific problem, and research questions of the study. Discussion of the literature included factors that impact the development of human capital. Organization of the two factors included: a) leadership styles and (b) human resource management practices. The research matrix in Table 2 was comprised of leadership factors such as transformational, situational, and transactional leadership styles that provide small business owners with necessary tools develop human capital. The direction of three leadership styles is consistent with individual development, situation assessment, and performance improvement (Arthur & Hardy, 2014; Luo & Liu, 2014; Giltinane, 2013; McCleskey, 2014).

The human resource management practices training and development, performance evaluation, and recruitment and selection provided information of human

resource management practice factors. Human resource management practice factors covered a broad base of knowledge and understanding necessary for development of human capital. Prior research declares insufficient knowledge of human resource management and low productivity (Deshpande & Golhar, 1994). Abdullah, Ping, Wahab, and Shamsuddin (2014) explained that training and development is an underlying foundation that employees will build upon during innovation that transcends into positions of leadership.

Ahmed, Sultana, Paul, and Azeem (2013) stated the performance evaluation component of human resource management practices attributes to motivation and productivity of human capital. It is also found that the lack of a systematic approach to evaluating employee performance makes a business inefficient (Ahmed, Sultana, Paul, & Azeem, 2013). Recruitment and selection was also essential for small business owners to development human capital. The recruitment and selection process is a prerequisite to recruit, hire, and retain the best talent and obtain the best possible fit for an organization (Zaharie & Osoian, 2013). An individual applying for a job and the owner of a business that recruits develop a relationship that is important to selecting the best fit for a company (Klotz, Veiga, Buckley, & Gavin, 2013). A Q methodology study offered further knowledge in regards to subjectivity and inferences that may enhance human resource management practices in small businesses much like medium-sized, large, and corporate businesses.

Summary

The factors of the study are the basis for the literature to provide clarity and in-depth knowledge of the research topic. Inclusion of the background of the human

resource management was important to the problem and research questions. Leadership styles and human resource management practices were chief factors in the study.

The first set of factors was leadership styles such transformational, situational, and transactional leadership. Transformational leaders focus on high levels of performance through development of the follower by leaders to stimulate high levels of performance that exceeds the followers' anticipations (Arthur & Hardy, 2014). Situational leaders focus on leadership effectiveness with an emphasis on the type of leadership and adaptability to a situation (Luo & Liu, 2014). Transactional leaders focus on the contingent rewards and punishment to leverage task performance of the followers (Odumeru & Ogbonna, 2013). The combination of the leadership styles offers a better environment that is conducive for learning through high-level performance, leadership effectiveness, and task performance.

The second set of factors consisted of components of human resource management practices for development of human capital such as training and development, performance evaluation, and employee recruitment and selection (Jayakumar & Sulthan, 2014; Grigoroudis & Zopounidis, 2012; Zaharie & Osoian, 2013). Training and development focuses on the development of an individual for promotions and career growth in alignment with the goals of a company and preparedness to stand against competition (Jayakumar & Sulthan, 2014). Performance evaluation focuses on the activity of analyzing the performance of an employee that attributes to organizational development as well as personal development of an employee (Grigoroudis & Zopounidis, 2012). Employee recruitment and selection focuses on hiring individuals with the highest level of competency that meets or exceeds the expectations of the

position as well as the organization standards (Zaharie & Osoian, 2013). Small businesses need specific measures and resources available to develop human capital that is duplicable. Training and development, performance evaluation, and employee recruitment and selection were approaches to developing human capital for optimum results and competitive advantages that can be duplicable as perceived by the researcher.

According to Allen, Ericksen, and Collins (2013), the need for human resource management, in terms of growth, can provide owners with useful knowledge and technological systems fitting to inspiring employees. The purpose of this study followed the premise that sound knowledge of human resource management owners possess, increases small business performance derived from employee contribution (Allen, Ericksen, & Collins, 2013). Previous research indicated human resource management was important. The risks with owning a small business required understanding of human resource management from the business owners so the benefits of human resource could be leveraged (Allen et al., 2013).

Chapter 3 provides clarity and focus of Q methodology in the study. The components of the research methodology included research and appropriateness of the design to framework the foundation of the Q methodology study. The discussion includes steps to conduct the study, population, sample, validity, reliability, data collection, and the analysis process.

Chapter 3

Methodology

The purpose of this mixed method Q-study was to explore the perceptions of leadership perspectives of small business owners in the North Texas Metropolitan Statistical Area and their views concerning leadership styles, human resource management principles, and human resource management practices for development of human capital. The focus of the study was comprised of subjective understanding of individual owner perceptions. Q methodology was for the exploration of subjective opinions from small business owners about human resource management practices:

RQ₁: What factors indicated small business owners have knowledge of human resource management?

RQ₂: What were the general perceptions of small business owners regarding human resource management practices?

RQ₃: What were the most common stated perceptions small business owners have regarding training and development, performance evaluation, and recruitment and selection that suggests they have knowledge of these factors for development of human capital?

This chapter contained a description of the research plans, which included the methodology, design, explanation of the methodology, and appropriateness of the design. The additional components of chapter 3 contained an overview of chapter 3, the specific population of research, sampling frame, informed consent, confidentiality, geographic location, data collection process, and rationale of the study. Discussion in the study also consisted of the instrumentation, data reliability and validity, and data analysis. Q

methodology procedure contained components of each step and justification for the use of the methodology.

Research Methodology and Appropriateness

Chapter 1 provided an introduction illustrating the appropriateness of the methodology in regards to conducting the study. A discussion was also provided to justify the choice of a research method. A methodology appropriate to the study is a preset to specific predetermined views, but the primary focus is providing a methodology that will provide a response to questions in the research (Jencik, 2011). The research method of choice for the study was mixed method. Mixed method research provided to the study benefits of both qualitative and quantitative research methodologies. Within the benefits of joining qualitative and quantitative research to mixed method research, both research methods combine for a mutually acceptable outcome (Johnson et al., 2007). By means of using mixed method research for its practical approach of collecting multiple viewpoints, its complexity supports the goal to gain an in-depth understanding of an occurrence from various standpoints (Halcomb & Hickman, 2015). Supported by mixed method research to the study is data in a greater layout qualitatively and quantitatively analyses can be continually executed until validation in the data is received (Malina et al., 2011).

Differences did exist in the core focus of qualitative and quantitative research methodologies. The qualitative research focuses on exploring innovative subjects and understanding of phenomena that is central to a study through the experiences of humans to build theories or hypotheses (Hoe & Hoare, 2012). Quantitative research described by

Hoe and Hoare (2012), tests hypotheses using a variable to understand the relationship and determine the regularity of the relationship.

The first difference in qualitative and quantitative lied within the theory and the research design. As for qualitative research, theory extends from thought on a specific phenomenon during the observation period (Jencik, 2011). Qualitative research includes an exploratory research focus on the “who, where, and how” of the factors in a study (Khan, 2014). In quantitative research, research is derived from a theory and simplifications established in the data collection phase (Jencik, 2011). Quantitative is descriptive in its nature to test a theory and make unexpected generalizations from the results (Jencik, 2011).

The second difference in qualitative and quantitative research included the sample size of the population. Regardless of the methodology, sample size reflects the type of research (Khan, 2014). In qualitative research, the sample size is smaller, which results in the findings and is more important to incorporate quality in the sample size rather than quantity (Jencik, 2011; Khan, 2014; Creswell, 2008). The qualitative research sample size selection takes place during the study while observing increased comprehension of the study as the importance is relevant to the sample (Khan, 2014; Jencik, 2011). Sampling in quantitative research makes use of sensible statistical probability to represent the population, but the sampling occurs before the data collection phase (Jencik, 2011).

A benefit of Q methodology is the ability to replicate a study as well as the substantial results that develop when the sample size is small (Doody, Kearney, Barry, Moles, & O'Regan, 2007). The small size of participants benefits concentration on the views and perspectives of the explored topic (P. Massingham et al., 2012; Bartlett &

DeWeese, 2014). In a Q methodology study the number of participants is not important but rather the content of the study and the shared views from the participants (Kerlinger, 1986; McKeown & Thomas, 2013).

Stephenson (1953) outlined Q methodology to an understanding that it is an all-inclusive approach to the study of behavior. The introduction of Q methodology is referred to as the manner in which, testing occurs for theoretical matters (Stephenson, 1953). Q methodology was used to explore the views and perceptions of small business owners about leadership styles and human resource management practices beneficial to development of human capital. According to Stephenson (1953), the meaning of Q methodology identifies an individual as a representative of a group of individuals or a group of individuals representing a single or cluster of characteristics.

The basis for the study was to use human subjectivity by gaining perspective through the exploration of individuals' perspectives and ideas of leadership styles and human resource management practices for a better understanding of developing human capital. The qualitative and quantitative components were reviewed in Q methodology and R methodology prior to the selection of a research methodology to exhaust arguments concerning subjectivity as a means for research. Central to the origin of subjectivity is human aptitude (McKeown & Thomas, 2013). It was important to discuss the qualitative and quantitative components of the research design Q methodology to justify its relevance to the study.

Q methodology is a mixed method approach with a goal of providing research participants an alternative means of measuring subjective human input (Stephenson, 1953). In comparison to other research designs, Q methodology makes use of abductive

reasoning (Brown, 1980). Abductive reasoning involves observation to develop an inference that transitions into a hypothesis (Lipscomb, 2012). Inferences that transition into hypotheses stem from allowing understanding to grow or believed to grow naturally, which are important realities (Shannon-Baker, 2015). The result is not definite in adductive reasoning; however, inferences underpin justification, idea development, and occur no matter if it is an action or behavior (Lipscomb, 2012).

In prior research, concepts of human resource management were available but not to the extent of leadership styles or human resource management practices concerning small businesses (Montgomery, Mossey, & Killiam, 2013). The strong suit of Q methodology is combining qualitative and quantitative methodology (Montgomery et al., 2013). Using Q methodology to quantify subjective thoughts offered a chance to explore the meanings of those very same thoughts. Q methodology provided an opportunity to reveal fresh perspectives regarding small businesses and human resource management not yet available in published academia resources.

The designation of the study was to explore factors of leadership and human resource management practices impacting development of human capital. Q methodology is a non-experimental research design that promotes subjectivity identical to what exists in qualitative research (Brown, 1993). Non-experimental research supports attention to subjects, concepts, and ideas participants' sense is significant (Youngquist & Gee, 2011). The value of Q methodology is the ability to leverage the strengths and weaknesses of qualitative and quantitative research that is not available if the research methods are separate (Venkatesh et al., 2013). Q methodology provides validation (value and precision) and richness (fullness) in the application of a mixed method study

(Venkatesh et al., 2013). An additional benefit of Q methodology is the ability to safeguard individuals participating in the study through recording undefined results and by factoring the results, which hinders identification of participants partaking in the study (Peritore, 1989).

According to Venkatesh, Brown, and Bala (2013), Q methodology represents a peaceful combination of multiple paradigms in a feasible research inquiry (p. 22). Combining both research methods form an exploratory focus to gather from an individual's subjective perspective of a topic (Kamal et al., 2014). The research questions of the study concerning small business owners' ability to provide development of human capital through understanding of leadership and human resource management practices was supported by the objectives of Q methodology. This type of study has a specific list of steps to follow that was outlined in the Q methodology section.

The variables in the study were people, more specifically the Q sorts done by the participants (Webler, Danielson, & Tuler, 2009). However, no control pertaining to them exists, which is better for the exploration of the participant's views and perceptions they transpire for quantification. Groups of factors comprise the Q methodology for exploration of the topic of the study. The exploration of individual's views and perceptions using Q methodology was the model research approach in comprehending the human choices. The next section further explained the benefits and rationale of Q methodology as the better methodology for this study.

Q methodology

Q methodology is a robust research design to study human subjectivity from the thought and understanding of actions of individuals concerning a topic from their

environment (Ramlo & Newman, 2011). Since the foundational component of Q methodology is subjectivity, the choice to use Q methodology, a mixed-method study, was appropriate to reveal the subjective viewpoints of small business owners to understand and identify factors that affect human resource management for development of human capital. Q methodology established a more efficient and effective approach to human resource management and leadership in small businesses. Ramlo and Newman (2011) posited that Q methodology is valuable to research as it avails to observation of an individuals' inner-self scientifically. The self-reference is attributed to the intent to extract subjective thought in a Q methodology study (Stergiou & Airey, 2011).

Allgood (1994) referenced Q methodology as a means to research self-knowledge in a manner of discovery and reveal vital components of information. Two structures exist in Q methodology consisting of theory and generality (Wolfe et al., 2011), which are prominent details indicating why Q methodology is the superior choice to explore and provide responses to the research questions regarding leadership styles and human resource management practices. By using Q methodology, support is provided for other small business owners in the community to understand the weight of developing individuals that is transferrable to business competitive advantages through knowledge and use of human resource management practices. Understanding gained from the results of the study supported knowledge, skills, and tools needed for growth of human capital.

Research methods available for use include: qualitative, from contextual findings, quantitative as statistical data, and mixed method stemming from both qualitative and quantitative (Ivey, 2012; Lee & Smith, 2012). Qualitative gathers information from the social environment of a small population (Nielsen, 2011). Generalizations of the

population are possible that stem from a deductive rationale using quantitative (Borrego et al., 2009). Mixed method is appropriate for the study, as it includes considerations for both methods (Johnson, et al., 2007). Embracing mixed method research to implement the design of Q methodology was helpful to explore the human resource management practice concepts and leadership styles. Efficient and effective means of developing human capital was possible through small business owners' participation in the study, which increased understanding of the competencies, tools, and skills that were measurable in the growth of a businesses' competitive edge.

Stephenson's search to effectively and efficiently provide a meaningful way of incorporating human character in conjunction with a research topic rests with Q methodology. Brown (1996) stated Q methodology benefits exploring views, perceptions, and attitudes from the subjective viewpoint of an individual or a collection of individuals. Quantification of views and perceptions of the participants' in Q methodology aids in constructing generalizations and references dialogue of human resource management practices in small businesses. The software package for Q methodology is available as freeware for the facilitation of Q methodology, which is a reason for growth in the inquiries to use Q methodology (Brown, 1996). The five step process of Q methodology study in order of occurrence was:

- Step 1: Concourse collection
- Step 2: Q-sample development
- Step 3: P-sample identification
- Step 4: Q-sorting

- Step 5: Data analysis and interpretation (Brown, 1980, 1993; McKeown & Thomas, 1988).

Concourse. A concourse in Q methodology study signifies a stream of things running together (communicability) from which the Q-sort derives (Brown, 1993). The concourse is a collection of statements that reflects the topic that brings about new ideas (Brown, 1993). Statements in the concourse can be either unstructured or structured to cover various topics relevant to the study to include possible sub level issues (McKeown & Thomas, 1988). The concourse of the study (see Appendix B) contains a variation of applicable factors to the topic in the study.

A concourse references the selection of statements central to a Q methodology study of a phenomenon and is premeditated (Brown, 1980; Stephenson, 1953; Montgomery et al., 2013). Stephenson (1986) and Brown (1980) had parallel views that the basis of a concourse branches from secondary sources, literature research, and is expressive of the opinions regarding an issue. The concentration of the statements included factors that influenced the ability of small business owners to provide and understand human resource management practices.

The concourse was derivative of scholarly sources such as journals, peer-reviewed articles, books, literature, and other publications. The resemblance of a concourse is raw material to Q methodology representing human science (Brown, 1993). The selection of a broad Q-sample in regards to leadership thoughts, human resource management practices, training and development, performance evaluation, employee recruitment and selection practices was intended to benefit the study from the morals in the views and beliefs about a topic. Suitable dialogue for participants to converse about

originated from a sensible illustrative sample of statements from the concourse statements. The construction of a concourse varies in technique, but its origination was from the literature review.

Collection of publications provides a cluster of topics from the literature to develop a range of concourse statements. The researcher performed a pilot study to uphold the content validity of the concourse statements. Suggestions and recommendations from participants of the pilot study served as modifications to the survey. The survey in the Q-sort stemmed from the modifications made after completion of the pilot study. Development of the Q-sample is specifically for the Q-sort originating from the concourse (Shabila, Ahmed, & Yasin, 2014).

Q-sample. The Q-sample was the next step in the study. Brown (1993) stated a Q-sample is to deliver a small but yet broad range of information in a comprehensive manner representing the larger scale of information. According to Barker (2008), Q-sample consists of an established number of statements for the participants to arrange in ranking order (see Appendix C). The Q-sample statements offered engagement for the participants to converse about regarding the research concepts in the study. Of the unique perspectives concerning a topic, limitations exist restricting the number of viewpoints of a topic, which is the concept of Q methodology (Brown, 1980).

In Q methodology, a small representative selection of statements represents the concourse (van Exel & de Graaf, 2005). In the selection of statements, it comprised of statements regarding leadership styles and human resource management practices such as training and development, performance evaluation, and employee recruitment and selection. The inclusions of these factors are important for adequate human resource

management practices. The generalization of the sample results to achieve statistical reliability is not much of a concern in Q methodology.

There are various meanings concerning the number of statements necessary to construct a Q-sort. Stephenson (1953) and Carr (1992) stated the presentation of the statements require simplicity for the participants. Webler, Danielson, and Tuler (2009) suggested starting with a selection of 100-300 Q statements to arrive at a final Q sample for the Q-sort that will reflect the greater set of concourse statements. In a Q-sort according to McKeown and Thomas (1988) the number of statements in Q-sort may fluctuate in the range of 30 to 100 statements. A Q sample of 40 to 50 will produce a flat distribution of data ranging agree (+5) to disagree (-5) (Brown, 1980). The number of Q statements in the study is 36, McKeown and Thomas (1988) and Brown (1980) support the factor matrix in Table 2.

Two factors in the study are current, testing of each factor encompasses three levels and each level provides further detail each factor. To guarantee equality in the quantity of statements and grouping for each level use of a balanced block design is necessary. Stephenson (1953) posited a balance block design ensures the concourse statements accurately represent each cluster of groups. The specification of the three levels for the two factors is exhibited in Table 2. The complete number of statements in the research matrix was 36.

Table 2

Concourse Theoretical Design of Current Q Methodology Study

Factors and levels	Items	df
Leadership	3	2
Transformational		
Servant		
Transactional		
HRM Practices	3	2
Training & Development		
Performance & Evaluation		
Employee Recruitment & Selection		

Note. Interactive Matrix: $3 \times 3 = 9$ and $9 \times 4 = 36$

The letters a, b, and c represent the levels of Factor 1 in the matrix for the Q methodology study. The matrix below represents the levels of Factors 2 itemized by the letters d, e, and f.

$$ab(4) \times bd(4) \times cd(4) = 12$$

$$ae(4) \times be(4) \times ce(4) = 12$$

$$af(4) \times bf(4) \times cf(4) = 12$$

Table 3 displayed a frequency distribution of the Q-sample for the study. The distinction of the Q methodology results does not concentrate on the hypotheses testing or the summation of the population as a whole to understand many parts (Simons, 2013). Development of new ideas from the views and perceptions of individuals' as a whole outline their distinctive opinions concerning a subject (Simons, 2013).

Table 3

Frequency Distribution for the Q-Sample

Statement Number	Interactions
1 , 2 , 3 , 4	(4) ad = Transformational x Training & Development
5 , 6 , 7 , 8	(4) ae = Transformational x Performance Evaluation
9 , 10 , 11 , 12	(4) af = Transformational x Employee Recruitment & Selection
13 , 14 , 15 , 16	(4) bd = Situational x Training & Development
17 , 18 , 19 , 20	(4) be = Situational x Performance Evaluation
21 , 22 , 23 , 24	(4) bf = Situational x Employee Recruitment & Selection
25 , 26 , 27 , 28	(4) cd = Transactional x Training & Development
29 , 30 , 31 , 32	(4) ce = Transactional x Performance Evaluation
33 , 34 , 35 , 36	(4) ad = Transactional x Employee Recruitment & Selection

P-sample. The P-sample is the third step in the Q methodology process that included the selection of the participants to discuss and rank order their preferences (McKeown & Thomas, 1988; Ellingsen et al., 2010). The unit of analysis in a Q methodology study is the p-sample and it provides interpretation of factors (Morecroft, Cantrill & Tully, 2006; McKeown & Thomas, 2013). The goal was to eliminate causation and demographic generalizations of the population in the study (Ellingsen et al., 2010). The basis of the P-sample selections needs to reflect the topic or knowledge of the concourse (Webler et al., 2009).

In this study, any small business owner with membership to the Hurst-Euless-Bedford Chamber of Commerce was eligible for inclusion in the Q-sort process. The Q methodology requirement is that a few of the participants share communal views regarding the subject examined (Kerlinger, 1986). McKeown and Thomas (2013) stated that in a Q methodology study it is not about the number of participants believing a topic rather, “why” and “how” the belief exists is the concern. Also suggested by McKeown and Thomas (2013), foundational issues from the views and perceptions identified in the correlations can be detected.

Participants of the study totaled 18 small business owners to offer their views and perspectives. The sample of participants is small in a Q methodology study and can be achieved using Fisher’s methodology variance analysis of the sample (Stephenson, 1953). The number of participants in a study reflects the topic in consideration, a clear perspective of the problem, and provides a representation of the factors for comparisons of diversified patterns (Brown, 1980; van Exel & de Graaf, 2005; McKeown & Thomas, 1988).

Selection of the participants included mailing informed consent forms to 36 small businesses inviting the owners to participate in the study as the P-sample. The restrictions of selecting participants included business owner physical location in one of three cities Hurst, Euless, or Bedford, and membership with the Hurst-Euless-Bedford Chamber of Commerce. The mailed surveys provided the participants with an opportunity to adjust to selection process because their contribution was to better the human resource practices in small businesses and their identities remained private.

This Q methodology study explored the views and perceptions of small business owners in the North Texas region on three levels that the business owners become educated. Participation in the Q-sort was first so the owners could identify factors that influenced stable human resource management practices in the business. Presenting to small business owners a range of matters and thoughts concerning enhancement and increasing efficiency of the business in regards to human resource management accountability represented the second the level. In the third level, information from the study provided the owners with the knowledge to widen their views and perceptions of leadership and how it affects the human resource management success.

The attitudes and subjective opinions were vital to the study because of the influence it had on the attitudes or behavior of the owners. A positive or negative effect of the attitudes could affect the improvement of the business operations and efficiency in the processes. Small business owners have the chance to engage in awareness of the topic when they participate in the Q-sort of the Q-study. The intent was to communicate the owners' leadership perspectives to foster a shared learning experience.

Q methodology reinforced recognizing small business owners through the exploration of their views and perceptions from a human resource management outlook. Quantification of small business owners' thoughts justified the methodology to study small business human resource philosophy. That included demographic information from the participant age, ethnicity, relationship status, business ownership status, educational background, years of operation, and geographic location.

Q-sorting. Q-sample and P-sample identification is derivative of the population. The participants executed the Q sort. Q methodology offered a research project for

individuals with a lower budget to conduct the study. The Q sort in this study represented the qualitative element of the study. Notification to the participants indicates there is not a right or wrong way to respond because the focus is to gather the subjective views (Ellingsen et al., 2010; Webler et al., 2009). In the Q-sort, the P-sample will rank order the Q-sample from the concourse statements while adhering to conditions of the instructions (Raje, 2007; van Exel & de Graaf, 2005). A Q-sort supports the varied responses of the participants in reflection of their experiences, views, and opinions about a topic (Kamal et al., 2014). According to Raje (2007) the Q-sort stages consist of first development of the instrument for namely the Q-sample, second step is the administration of the Q sort to the participants, and third is the analysis and interpretation of the Q sort.

By mail, 18 participants received and administered the survey as a primary transmission of the Q-sort and at the request of the client by email as a secondary format. The use of mail or email may be a favorable distribution means for Q-samples with a broader geographical territory (van Exel & de Graaf, 2005). The participants also received 36 questions with instructions of how to rank the Q-sample statements. To convey a normal distribution curve the participants had to respond indicating strong and weak correlations. Self-addressed stamps envelopes were included in the Q-sort for the participants to return the instrument.

Instructions of the survey delivered guidance to the participants. Each question requested a rating ranging from strongly agree to strongly disagree. Column 1 reflected the ranking of each statement and then in Column 2 the participants sorted the statements from 1 to 36 based on their likeness, importance, numerical order, or however the

participant chooses. Upon completion of the Q-sample document, the participants returned the responses in the provided self-addressed envelope to the researcher.

Research Design and Appropriateness

According to Kamal, Kocor, and Grodzinska-Jurczak (2014) and Cooper and Schindler (2008), the research design is a procedural research design much like an outline to emerge subjective thought from the participants. A Q methodology study includes a concourse that develops into a Q-sample that contains statements for the participants to view and a p-set entails the group of individuals to participate in the Q-sort process (Wright, 2013). The statements entail knowledge before transition into a Q-sample (Ernest, 2011). A Q-sample reflects a wide-range of concepts from the subject matter but then is narrowed to a succinct list of statements (Ernest, 2011).

Different types of quantitative designs are available including descriptive, experimental, and correlational design (Christensen, Johnson, & Turner, 2011). For the study, the exploratory design of Q methodology was a better choice to reveal views and perceptions of small business owners. A descriptive or causal study results, either described or concluded the relationship, which did not fit the purpose of the study. The mixed method research design advanced the study through exploratory inquiry and it incorporated the views and perceptions for factor analyzing the obstacles small business owners endure.

The qualitative element of the study was important to consider, in which development of the literature review was needed for construction of the Q-sort where the participants indicated their preferences. In the Q sort, participants were instructed to perform types of actions. First, participants of the study ranked 36 statements ranging

from “strongly agree” to “strongly disagree”. Each statement in the Q sort, participants provided a response based on their preference indicating if they “strongly agree,” “agree,” “disagree,” or “strongly disagree.” Second, the participants then ranked the 36 statements in order of importance to them ranging from 1 “most important” thru 36 “least important.”

The application of nonprobability sampling technique was helpful to the study. Use of nonprobability sampling offered a reasonable approach to the illustration of opinions and viewpoints concerning the current issues. Nonprobability sampling technique also supported the focus on subjective views of leadership and human resource management practices rather than trying to accomplish a representative sample of the population. No claims were made in the sampling of the statements, which allowed development and a broad discourse on the lacking issues. The absence of claims stemmed from abductive reasoning allows knowledge to grow (Lipscomb, 2012).

Q methodology offered strong pieces from the qualitative and quantitative research methodology to explore the concept of human resource management and any relative actions not found in a single research approach or qualitative research regarding the prior research. Q methodology is a research design that extends beyond the predictable social sciences (Kamal et al., 2014). The capability of quantifying subjective human science is available through Q methodology in which statistical and qualitative interpretation is possible (Kamal et al., 2014).

The inadequacy of human resource management practices to develop human capital in small businesses was a concern supported by the research questions. Answers to the research questions provided quality in the Q methodology study by building

understanding from the small business owners. Future studies on the topic of human resource management and small businesses are possible using Q methodology.

Population

The population is the sum of all things the researcher considers invaluable to a study, however, consideration for the length and budget of the study are two foundations of knowledge indicating why it unnecessary to study the population to its entirety (Cooper & Schindler, 2006). The geographic location of the participants was easily accessible to the researcher. Hurst, Euless, and Bedford are centrally located in the Dallas Fort Worth Metropolitan Statistical Area also known as the North Central Texas region. Small businesses of the Hurst-Euless-Bedford Chamber of Commerce (HEBCC) exemplified a small-scale version of the small businesses from diverse business owners' perspectives for studying human resource management practices in a 50-mile radius.

The researcher completed an Institutional Review Board (IRB) application submission prior to conducting the study for permission to proceed with the research. Signed informed consent forms were received from the participants that empowered them to partake in the study. The researchers' membership with the HEBCC provided knowledge regarding the accessibility of small business owner's information.

For this research, characteristics of the population may have been parallel regarding the location of activity for the business operation, the number of employees in a business, and industry. The research population consists of owners of small businesses (500 employees or less) from the city of Hurst, Euless, and Bedford, Texas, and members of the Hurst-Euless-Bedford Chamber of Commerce (HEBCC). Selection of 36 small business owners across three cities coupled with membership to the HEBCC was the

selection criteria for participation in the study that ensured manageability for the researcher. Wright (2013) stated Q methodology study offers a benefit to researchers such as the ability to use a small number of participants as a prerequisite to research subjects suitable for the study.

Some small businesses operate within Hurst, Euless, and Bedford, Texas representing the following industries: office, sales, management, financial, education, transportation, healthcare, food preparation, and automotive. A description of the Hurst-Euless-Bedford Chamber of Commerce database was included in Appendix D. Appendix E contained a demographic survey each participant received. Other cities in the area were available but the goal was to attain an area sampling so these three cities sufficed. The importance of area sampling is to know the information comes from a cluster of individuals in a geographical area not a specific truncated list (Jupp, 2006).

A relationship of 2:1 was the requirement of statements to individual (Kinsey & Kelley, 1989). Fewer participants than statements are important in a Q methodology study (Brown, 1978; Webler et al., 2009). For the Q methodology study, a minimum of 18 participants were required because 36 statements divided by two equaled 18. Thirty-six small business owners volunteered to partake in the study which met the criteria. If less than 18 participants responded contact was made by the researcher to each participant that failed to respond according to unreturned Q-sorts. Any remaining participants among those who signed the informed consent unresponsive by phone or email, continued to be contacted until the researcher received at least 18 participant responses in the Q sort process.

Sampling

Purposive sampling was a non-probability sampling technique more suited to the study in the data collection phase. The sampling technique of purposive was satisfactory to the study as more emphasis is placed on the Q-sorting to gain representation of the participants of the population rather than the numerical value of the participants of the population in a Q methodology study (Simons, 2013). Also, purposive sampling is supportive of selection criteria included in a study (Saumure & Given, 2007).

The subtype of purposive sampling choice is judgment also known as selective or subjective (Daniel, 2012). Judgment sampling references a portion of the components from the population to include in the study (Daniel, 2012). Quota sampling is available as a non-probability technique but as the purpose is to divide the population into definitive subcategories continuously to satisfy the quantity of participants (Daniel, 2012). Another type of sampling available is convenience sampling in which the research population is available participants without precisely pinpointed elements of the population (Daniel, 2012). Judgment sampling was a better fit within purposive sampling because each representative of the sample is considered as the expert choice (Kalton, 1983).

Random sampling, a probability sampling technique was available as option to select participants from the population to remove bias in the selection of participants and to support the calculation of the probability of components in the population (Field, Pruchno, Bewley, Lemay, & Levinsky, 2006). However, random sampling of participants can be exceptionally tedious, consume large amounts of time, and the geographic location of the participant can be spread out to a point the researcher unable to manage data collection (Field et al., 2006). The purposive non-probability sampling

technique was more appropriate to the study as it accommodates to exploratory research, provides an illustrative sample of the population, and the targeted sample size is small (Daniel, 2012). Purposive sampling ensures specific perspectives are included that reflects the research questions of the study (Ward, 2009). Generalizations of the population can be made for summarizations other populations of small businesses in the area.

In the acquisition and encouragement of participants in the Q sort procedure, 36 small businesses owners received an informed consent letter and a self-addressed stamp. If a participant wanted to participate in the study prior to sending the Q-sort an informed consent served as confirmation and as the foundation for selecting the participants. The Frequency Distribution in the Q-sample contained 36 statements which functions as the illustration of the factors in the study (see Table 3). Stephenson's description of the number of participants in a Q methodology study to other researchers is comprised of a 2:1 ratio or single occasion sample, which is highest ratio (Kinsey & Kelley, 1989; Webler et al., 2009). However, the norm is a 3:1 ratio (Kinsey & Kelley, 1989; Webler et al., 2009). In this study Stephenson's ratio of 2:1 (two statements per participant) was used.

According to Table 2, there were two factors and three levels. When the number of factors is multiplied together and then same for the number of levels the outcome is the total number of statements (4) per level (9). Then the total number of statements (4) is multiplied by the total number of levels (9) that equals the required number of statements for the Q-sort. The application of Table 2 also determined the sample size for the study as 36. Webler et al. (2009) stated that is necessary to have four to six participants to the

number of perspectives in the study for a sufficient sample size. In this study there were four participants to each perspective. When multiplying 4 participants by 9 perspectives the sample size total is 36. From the sample size identified by Stephenson's 2:1 ratio, the minimum number of participants required in the study was 18. Derived from the required number of participants (18), it can be determined in respect to Stephenson's ratio that 36 statements (Table 3) divided in half equals 18.

From the target population, only small business owners are allowed. The small business environment in Hurst-Euless-Bedford represented a cross breed of establishments such as large, medium, and small businesses, which the results may have been applied to other cities and regions with a similar composition. Dallas Fort Worth Metropolitan Statistical Area had an array of small business owners with varied work experience and education. The HEBCC roster consisted of a variety of small businesses from the HEBCC database and by definition small businesses have 500 or fewer members.

The specific sample of small businesses was selected for the study because the mixture of business owners from the local communities exemplified knowledge and experience of the current topic. Dallas Fort Worth Metropolitan Statistical Areas has ranked as No. 2 for small business growth for the past two years (Cowan, 2016). Small businesses located in each of the three cities represented diverse perspectives from the larger population. Geographically, this part of Texas was practical to study because of the convenience. The convenience aided in the completion of data collection to maintain manageability of the study.

The consent forms and privacy rights were included in the informed consent letters guaranteeing confidentiality of their identity. Important to the research are the individuals showed a relationship to the factors of the study. According to Simons (2013), an insignificant part of the study is the number of individuals representing the entire population in regards to each factor even if the quantity is greater.

Data Collection Procedures and Rationale

The presentation of views and perceptions in the concourse statements are derived from the literature review. The survey contained items from the literature on leadership styles and human resource management practices. The items comprised of transformational leadership, situational leadership, transactional leadership, employee training and development, performance evaluation, and employee recruitment and selection. In the data collection process researchers abided by the conditions set by the University of Phoenix when including human beings in research. The participants received a letter of consent to secure their position to participate in the research.

To maintain a balance in the responses and results, six responses from the participants in each of the three respective cities is reflected in the data. Upon completion of collecting data and analyzing the surveys, the data was stored in a lock box. Lack of familiarity with Q methodology caused the researcher to provide an explanation of the methodology for a clear understanding. Also, the instructions for the participants to complete the Q-sort were vital for clear conception. The use of this methodology was for the purpose of providing accurate representation of the expressions about a matter. In support of achieving a representative sample that encompasses

comprehensive and theoretical details the systematic approach of structured samples (McKeown & Thomas, 2013), applied to the study.

Instrumentation

Creation of a survey instrument is derivative of the concourse; based on the literature review the methodology supported gathering participants' preferences concerning two factors: leadership styles and human resource management practices. The reliability and validity of the survey instrument were completed by performing a pilot study. The preferences from the P-sample varied according to the blend of informed consent and demographic information. By using PQmethod 2.35 software, the researcher produced a correlation and factor analysis that served the purpose of discovering parallel responses, making recommendations, and offering conclusions.

Only participants willing to volunteer and partake in the study with a signature on the informed consent was acceptable. The confidentiality agreement guaranteed concealment of the participants. Also, the participants were notified in an acknowledgment their responses were inaccessible to their business and in the completion of the study.

Participation in the study reflected the participants that returned the informed consent form. Delivery of the packet of materials was performed by either mail or email depending on the preference of the participant. A prepaid return envelope via U. S. mail was included in the mailed packets. The set of instructions for the Q-sort of 36 statements was an additional item in the packet for delivery (see Appendix C). The data collection force a choice from the participant to indicate their preference to each statement rendering a decision such as “strongly agree”, “agree”, “disagree”, and

“strongly disagree”. Participants were required to sort the statements ranging from 1 as “most important” to 36 as “least important”. Figure 1 demonstrated an example of the Q-sort process:

Least Agree									Most Agree
-4	-3	-2	-1	0	+1	+2	+3	+4	Rank
2	3	4	5	8	5	4	3	2	#items
35	32	28	23	15	10	6	3	1	
36	33	29	24	16	11	7	4	2	
	34	30	25	17	12	8	5		
		31	26	18	13	9			
			27	19	14				
				20					
				21					
				22					

Figure 1. Score Sheet

Informed Consent

The potential participants received by mail or e-mail a participation request letter (Appendix A) as invitation to participate in the research. Accompanying the participation request letter was an informed consent and a self-addressed stamp. The participation request letter outlined the purpose of the study, project under investigation, including the length and processes encompassing the achievement of the study. Three components comprised the informed consent such as a) assurance to the prospective participants their involvement was confidential and rights to privacy b) environment of the study as

voluntary c) participants could rescind their interest in the study at any time. Thirty-six small business owners signed a premises, recruitment, and name (PRN) use permission form prior to IRB approval consenting to recruitment of their company for the study.

Risks outside of the norm encountered in the day-to-day activities were nonexistent. Partaking in the study did not include exceptions that provided benefits to the participants. An executive summary was offered to the participants as gratitude for their participation in the study.

Confirmation and notification to participate in the study was the signed informed consent form returned to the researcher from each selected participant by either United States mail that is self-addressed envelope or through email communication. A secure locked safety deposit box at a local bank is the place of storage of the consent forms sent back to the researcher and are separate from other research materials. The researcher has sole control and access to the consent forms. At the conclusion of five years, a company specializing in document destruction will destroy the informed consent letters.

Confidentiality

The identity of the participants' such as real names, data sets, and locations remained confidential. Each participant received a labeled according to a specific identifier in place of using names of individuals or the name of a business. A secure file at the researcher's home is the place of storage for all information that is associated to any participants any actual data. The benefit of storing the information minimized the risk of participant linkage to specific data. After a period of five years the researcher will destroy the data using professional shred services.

Confidentiality protects the research participants from revealing factors and linkage to responses when disclosing data results (Confidentiality, 2010). The data was stored at the researcher's control is on a personal hard drive in a secure file. A password protection of the documents is in place for a five-year period. Upon completion of five years maintaining the records the appropriate course of action consists of erasing the file and its contents.

The P-sample included 18 participants that provided descriptions of the perceived viewpoints. Each of the surveys received a reference number (e.g. P1, P2, etc.) on the survey mailed in chronological order. The researcher entered the information into the database according to the reference number only.

Validity and Reliability

Validity is important to the study to identify the relationship of accuracy in the research responses to reality (Nolte, Shauver, & Chung, 2015). It was important to consider and address validity of a survey instrument when conducting research. Validity is a vital component to constructing superior research (Nolte et al., 2015). In support of the best quality instrument the researcher only measured what is outlined in the research. In the realm of validity there were two key concerns to the research such as internal and external validity.

Internal validity references three types pertaining to a research instrument such as content, criterion, and construct validity (Zohrabi, 2013). Content validity normally references qualitative research, is the effectiveness and adequate measurement of the component in research by the instrument (Zohrabi, 13). Criterion validity measurement is a correlation; the reference is the degree to which the factor is accurate in capturing the

ideal information (Drost, 2011). Drost (2011) defined construct validity as the ability of the construct to transmit the meaning of an idea or notion into a useful reality.

As part of the verification process that validated the concourse a mayor and experienced small business owners with knowledge and practice in human resource management reviewed the concourse statements and delivered feedback of the effectiveness. From feedback, the researcher made necessary changes to the concourse and the Q-sort, which was groundwork that stemmed from the concourse statements. Implementations of additional changes were made to the survey after the conclusion of the pilot study. Incorporating a pilot study determines the practicality of the study (Morin, 2013). Stephenson (1953) stated the pilot study should include five experts from the field of study. The pilot study identified the timeframe to complete the Q-sort, statement confusion and corrections, and variability of responses. The weight of internal validity was not a major concern because the questions in the survey mirrored the views and perceptions in the Q-sort in a manageable format.

External validity refers to the ability of the results to apply to other environments with varying participants (Zohrabi, 2013; Maddux & Johnson, 2012). The external validity concept also reflects generalizability of the results in other settings and formats but more importantly the ability of replication (Myers, 2014). The opportunity to provide generalizations of the study in about other small business populations within the United States was possible since the study is absent special circumstances or prearrangements. Exchange of data collection processes was possible to other small businesses. The questions are appropriate to the measurements of the study because the combination of

qualitative and quantitative elements divulges subjective responses from the participants (Hedges, 2014).

Reliability references the truth in the results on a consistent basis without errors (Zohrabi, 2013). According to Drost (2011), the reliability represents the stability of measurement results. The correlation between two variables to illustrate reliability is test-retest reliability (Drost, 2011). The purpose of test-retest reliability is to administer an instrument to a group at different points in time and results are correlation coefficients (Drost, 2011). The correlation coefficient is a value of .80 or greater but beyond .80 may be time-consuming (Nunnally, 1978). To increase the reliability of an instrument a clearly written instruction and effective training of the participants in reference to ranking of the Q-sort (Drost, 2011) was needed. After considering the information regarding reliability, construction of a concourse was essential to HRMP and any factors that may have influence on the development of human capital (Table 2).

Data Analysis

The data analysis portion of the Q-sort is the final procedure in which the data is analyzed to identify correlations of the results from the population under investigation (Kamal et al., 2014) using a statistical software package PQ Method 2.35. To understand the analysis of data it was essential to provide an in depth description of the software package for the research study. According to Wright (2013), assessment of the data occurs in three forms such as a correlation matrix, factor analysis, and the computation of the factor scores. Three factor analysis forms helped determine shared centers of influence in the activities concerning the human resource management practices of the small business community.

The analysis of data is first in the process of configuring the results that involve the software package PQ Method 2.35. The correlation matrix represents the variance of the results from individual Q-sorts such as the similarities and dissimilarities in the viewpoints of the study (McKeown & Thomas, 2013). The main purpose of the correlation matrix is to identify and provide groupings (nominal) of data for unveiling of structures of factors (Brown, 1993). The next form is a factor analysis that comes from a correlation matrix (Wright, 2013), which was the topic of discussion in the next section.

In the second type of evaluation of statistical analysis in the PQ Method 2.35 was the factor analysis for evaluation. Factor analysis is central to the Q methodology as it embraces the statistical resources for grouping in the Q-sort process and highlighted variable commonalities. The factor analysis does not outline measurements pinpointing individuals with similar views (McKeown & Thomas, 2013). Factor loading is an important piece of factor analysis as the purpose is to determine the similarity and dissimilarity along with the combination of existing factors (McKeown & Thomas, 2013). In the subsequent phase of the factor analysis, the recommendation is to gather more factors than expected to maintain more of the variability in the factor rotation (McKeown & Thomas, 2013). The knowledge and skill from Brown (1980) suggested that seven factors were appropriate number to utilize.

Discussion of two rotations of the factors included in the study are varimax and judgmental. Varimax rotation consists of efforts of maintaining the original purpose of the study and identifying the common variances, which incorporates objective procedure that includes prior notions from the study (Watts & Stenner, 2012). A judgmental rotation embraces theoretical procedure. As the original factors of the study begins the

rotation process, at the conclusion the factors are identified (Watts et al., 2012). The rotation of factors plot the perspectives relative to the study's Q-sort (Watts et al., 2012).

Factor rotation is the physical movement or rotation of factors, and their viewpoints, about a central axis point (Watts et al., 2012). Factor rotation is also a routine to complete the study, identify correlations, and adverse correlations according to the final set of factors representing the group (Watts et al., 2012). Consideration for the available rotations was critical to develop from the original intent of the study's purpose (varimax rotation) as well as gaining understanding of the small business owners viewpoints.

Report and interpretation of the factors encompass the final step in the analysis of the data that occurs after the completion of the factor scores and their dissimilarities (Ernest, 2011). The z-score was used to calculate the weighted average of the participants score to describe the factors. The mathematical calculation of a z-score is the difference between the total and mean average score of a Q-sample (Watts et al., 2012). Wright (2013) identified factor loading as the number of participants from study indicating parallel views of a factor from the analysis. The arrangement of the z scores will reflect a quasi-normal distribution that is -5 to +5 encompassing a complex view (Ward, 2015; McKeown & Thomas, 2013; Wittenborn, 1961). When combining factors in a Q-sort and displaying complete factor loadings probabilities of the statements in a Q sample develop (Duren, 2011). Then each discussion of the Q-sort references the loading increases among various factors. A participants' factor loading exceeding 0.01 is considered a variable is also known as a defining variate (Shabila et al., 2014;

Wittenborn, 2015). Each statement from the participant regarding the factor loading of the component receives a z score computation (Ernest, 2011).

The statistics such as the scores of the factors are critical to outlining the description and interpretation of factor scores in a combination Q-sort (Ernest, 2011). Consideration of the score differences was pertinent to describing and interpreting the factor scores of the study. Use of the PQ Method software program supports learning the consensus statements and the distinguishing statements (Ernest, 2011). Consensus statements represent no substantive change was identified in the z scores regarding the viewpoints from the factors (Ernest, 2011). The distinguishing statement reflects statistically significant dissimilarities with the alpha set at the 0.05 level (Ernest, 2011). A statistically significant score is the variance between a statement score and two factors, which is described as the difference score (Gallagher & Porock, 2010). Distinguishing statement reflects the statement score of two factors greater than the difference score (Duenckmann, 2010). As part of the continuation of contact with the Q-sorters, follow-up interviews are beneficial to further interpretations, verify interpretations, and illustrate interpretations (Gallagher & Porock, 2010), however, they are excluded from the study.

In the factoring systems, centroid and principal components are rival systems, however, Stephenson preference is the centroid factor, because the data is unrotated groups of truth that coincide in subjective science (Stephenson, 1953; Ernest, 2011). Extraction of factors in this study utilized the centroid factor, because it was a simple technique to learn and explain the actions of people. Q methodology determines the perceptions of others from self-reference of individuals (McKeown & Thomas, 2013). When financial means are limited Q methodology offers a rigorous method of research

(McKeown & Thomas, 2013). The benefit of Q methodology is subjective viewpoints are communicable and recognizable (Herman, Kok, Beers, & Veldkamp, 2012). The results of a Q methodology study provide understanding of a particular occurrence through collective perspectives (Bang & Montgomery, 2013). Forrester, Cook, Bracken, Cinderby and Donaldson (2015) described Q methodology as the transition of qualitative inquiry into the quantitative territory through a systematic approach to subjective views by using practical grounds.

Q methodology is conveyance of an individual's subjective opinion but is not excused from rigorous examination (Stergiou & Airey, 2011). When there is pre-knowledge of the subject matter less uncertainty and better decision making exists, which leads to an in-depth distribution (Gallagher & Porock, 2010). The focus is on matters of belief from the statements and use of smaller statements to find variability in the responses (Gallagher & Porock, 2010). Well-formed opinions from individuals regarding a topic suggest the distribution of results to produce a more flat distribution from the small portions of the statements deemed significant (Stergiou & Airey, 2011). When individuals participating in the study had solid opinions of the topic, the distribution should have been flat and wide to provide more discussion and arguments regarding the statements. This too can provide opportunities for agreements and disagreements.

The intention for the present Q methodology study was to explore the views and perceptions of small business owners regarding human resource management practices for the benefit of the developing human capital in the preferred geographic location. A collection of concise statements reflected the opinions and perceptions from the literature review. In regards to the use of human beings, the requirements from the

University of Phoenix applied to the current research. Letters of informed consent received from the participants were secured in a lock box.

Summary

The Q methodology research design in Chapter 3 described the objectives of the research study to indulge in the knowledge of how small business owners distinguish leadership styles and human resource management practices in small businesses. Discussion in chapter 3 was a profound discourse of the research design appropriateness, research question, population, and procedures for sampling of the collection of data for analysis. The geographic location, validity and reliability, instrumentation, and data analysis were also included in chapter 3. Other geographical locations across the United States can benefit from the study, especially from the generalizations and findings of small businesses.

Q methodology applies to the research through the abilities of qualitative and quantitative methodology to understand subjectivity in a comprehensive manner that is pragmatic (McKeown & Thomas, 2013). Using the component of self-reference in a study comes from the desire to distinguish the perceptions of individuals. Within combining the two research techniques to develop a mixed method study, the primary objective of Q methodology is to reveal the chief view regarding a specific topic, which provides richness in the results for a better understanding (Vizcaino et al., 2013; Stephenson, 1953; Brown, 1993).

The Q-sort was structured with a selection of choices for the participants about the topic, which requires them to make their preference in ranking order. Participants had an opportunity to express their views and perceptions indicated by the Q-sample during

the Q-sort. The correlation matrix, factor analysis, and computation of factor scores outlined a three step procedure of a Q methodology study to complete statistical analysis (McKeown & Thomas, 2013).

Chapter 4 included a narrative of research findings from the data collection procedures from the Q-sort process. Data analysis is guided by the statistical software PQ Method 2.35. Outlined in Chapter 4 is a summary of results from the data analysis.

Chapter 4

Results

Chapter 4 revealed small business owners' views and perceptions of leadership styles and human resource management practices within their particular small business environment. Conclusions were also made about business owners' understanding of human resource management practices useful in the preparation of development of human capital. This chapter also includes the finding and interpretation of the factors described in Chapter 3.

The objective of this study was to answer the following research questions:

1. What factors indicate small business owners have knowledge of human resource management?
2. What are the general perceptions of small business owners regarding human resource management practices?
3. What are the most common stated perceptions small business owners have regarding training and development, performance evaluation, and recruitment and selection that suggests they have knowledge of these factors for development of human capital?

Statistical results from the research offered an understanding of the main perceptions of small business owners about human resource management practices appropriate for development of human capital. Regarding training and development, performance evaluations, and recruitment and selection the participants agreed, disagreed, and neutrally decided in less than 50% of the time among the responses. According to the research specified by participant responses when asked, an important

statistic of the study was about human capital in small businesses (Statement 9).

Majority opinion indicated development of human capital in small businesses provides opportunities to cultivate competitive advantages.

The intent for the use of Q methodology was to explore the views and perceptions of small business owners about leadership styles and human resource management practices pertaining to development of human capital. A three step process included correlation, factor analysis, and a review of the factor scores that is a part of the Q methodology statistical analysis (McKeown & Thomas, 2013). The contents of Chapter 4 include demographic information by gender, age, years of operation, education, ethnicity, and relationship status. An in-depth discussion of the correlation and factor analysis was derived from the results using PQ Method 2.35 (Schmolck, 2014).

As described in Chapter 3 the procedures specified 36 small business owners were to receive an invitation. Mailed or emailed 36 invitations, which was dependent upon the participants' preferences. Of the 36 invitations, 19 were received by the researcher. Chosen to partake in the study were 18 small business owners. A single participant was eliminated because it was incomplete. The selection of 18 participants was necessary to remain compliant with Chapter 3 research design procedures.

Pilot Study

The pilot study validated the survey instruments. Five experts from the field of study were chosen to contribute as pilot study participants. The five experts had valued experience and knowledge of the concepts discussed in the study. Identified in the pilot study was the timeframe to complete the Q-sort, possible statement confusion, and variability of responses. Pilot study participants reviewed the instrument instructions,

responded to the survey questions, and provided written feedback on the deliverability of the Q-sort process. Any grammatical errors found in the 36-question Q-sort statements were corrected. The corrections to the original list of statements were minor but provided additional clarity for the participants in the main study.

Overview of Data Collection

Before the Institutional Review Board approval, a request for data access and use permission was required from the HEB Chamber of Commerce President to conduct research granting access to, and use of, the non-identifiable archival data described as the public online member directory for the purpose of the study. From the public online member directory, 36 small businesses were selected to recruit owners to partake in the study. Among the businesses selected, each owner was sent a premises, recruitment, and name (PRN) use permission form that requested authorization to recruit subjects of the business to participate in the study. No monetary rewards or gifts were provided for the participants' contribution to the study. The participants were also notified they would receive an executive summary of the results at the conclusion of the study.

Demographic Information

The study participants completed a question demographic questionnaire that is presented in Appendix E. Each of the participants was small business owners. Of the 36 surveys sent to the participants, 18 participants (50%) responded to the survey. Among the 18 participants, 44% were male and 56% were female (see Figure 2).

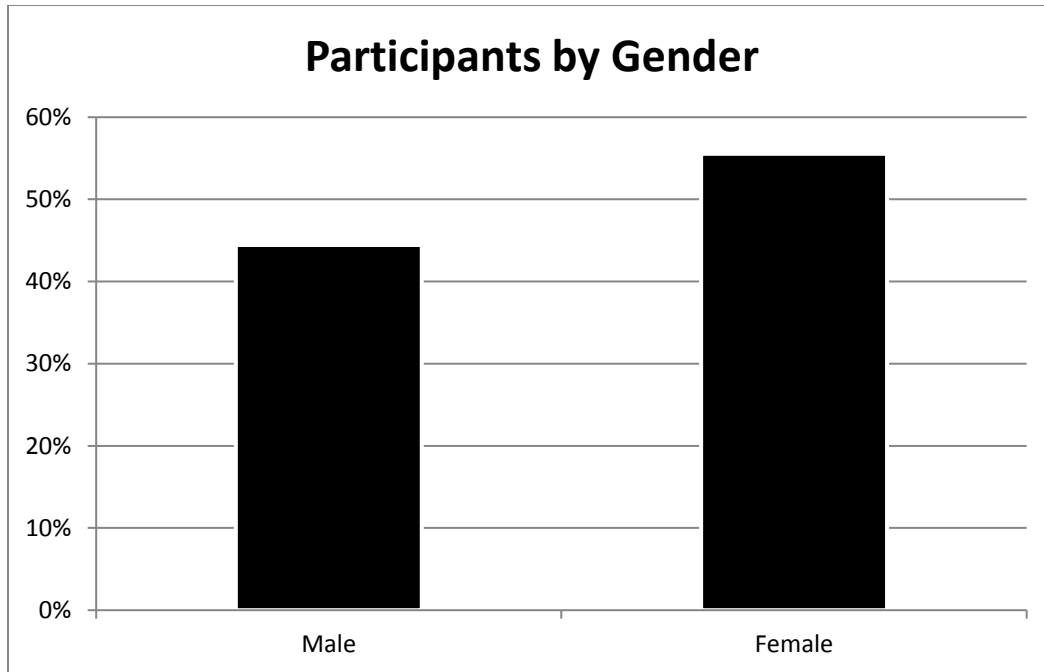


Figure 2. Small business owner participants' gender.

Also regarding the participants 6% were between the age rank of 25-32, 11% between the age rank 41-48, 28% between the age rank of 49-56, 39% between the age rank of 57-64, and 17% in the age rank of 65+ (see Figure 3). Reflected in the demography of participant's data 40% of the participants had been in business 1-5 years, 17% in business for 6-10 years, 17% in business for 11-15 years, 11% in business for 16-20 years, and 33% in business for 21+ years (see Figure 4). The highest level of education level of the small business owners reflected 6% had high school degrees, 33% had bachelor's degrees, and 11% had doctorate degrees (see Figure 5). Ethnicity of the small business owners' consisted of 11% Asian, 6% Hispanic, and 83% White non-Hispanic (see Figure 6). The relationship status of the small business owners was 17% divorced, 78% were married, and 6% was separated (see Figure 7).

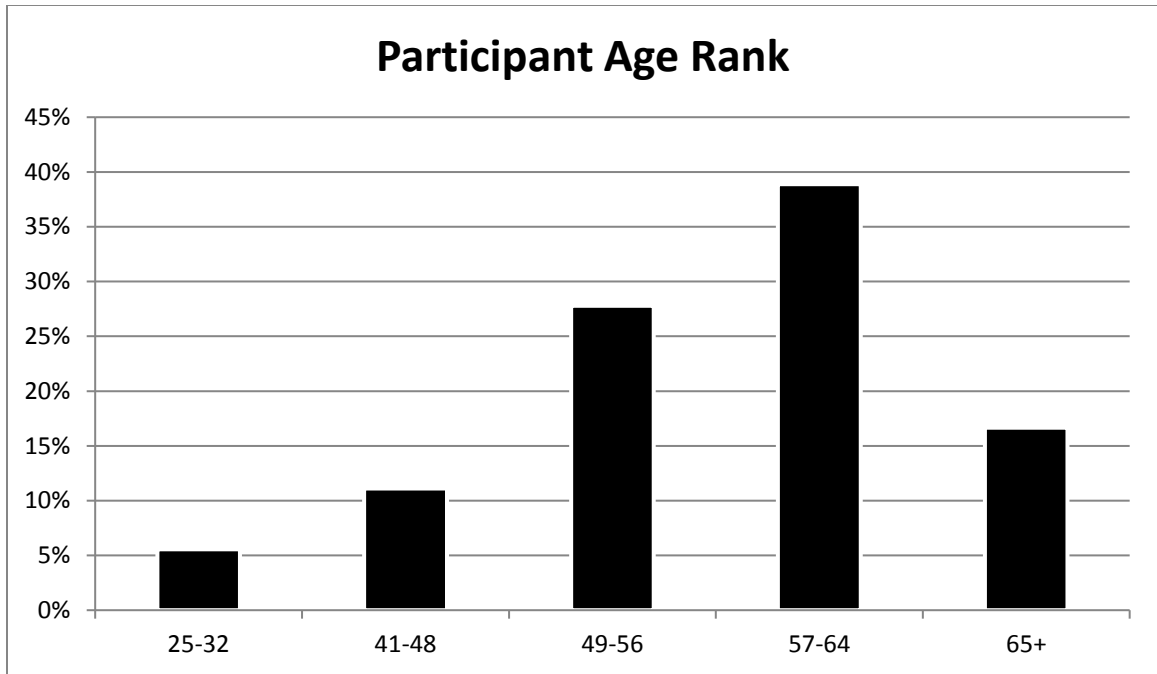


Figure 3. Small business owner age rank.

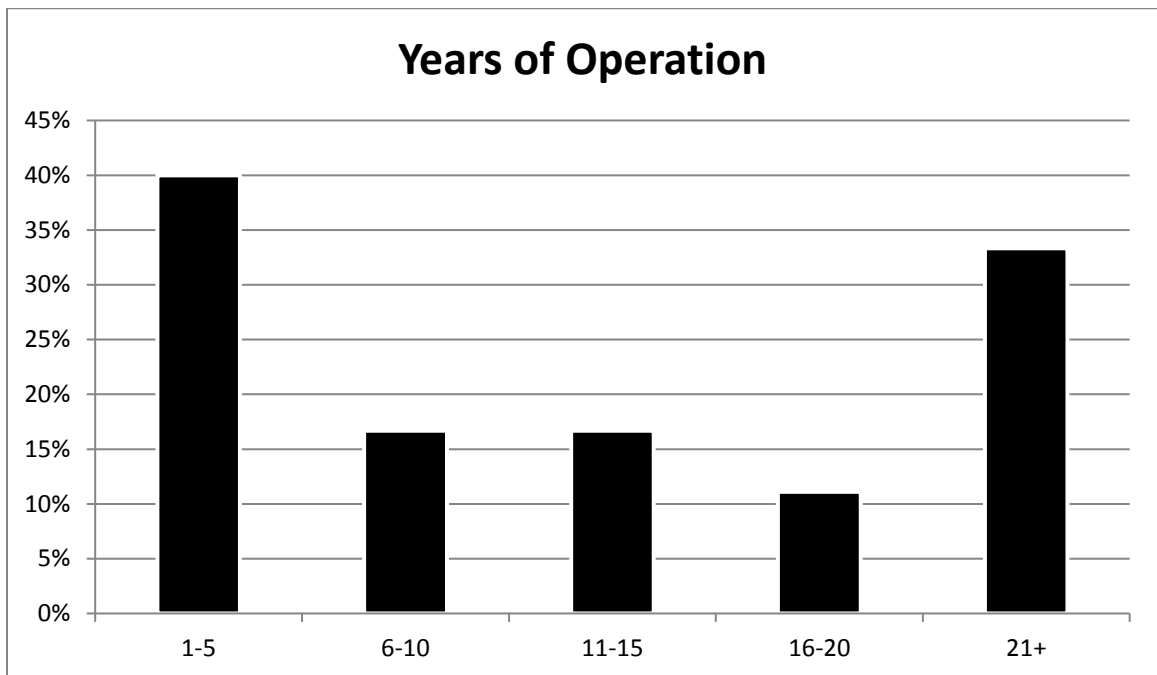


Figure 4. Small business owners' years of operation.

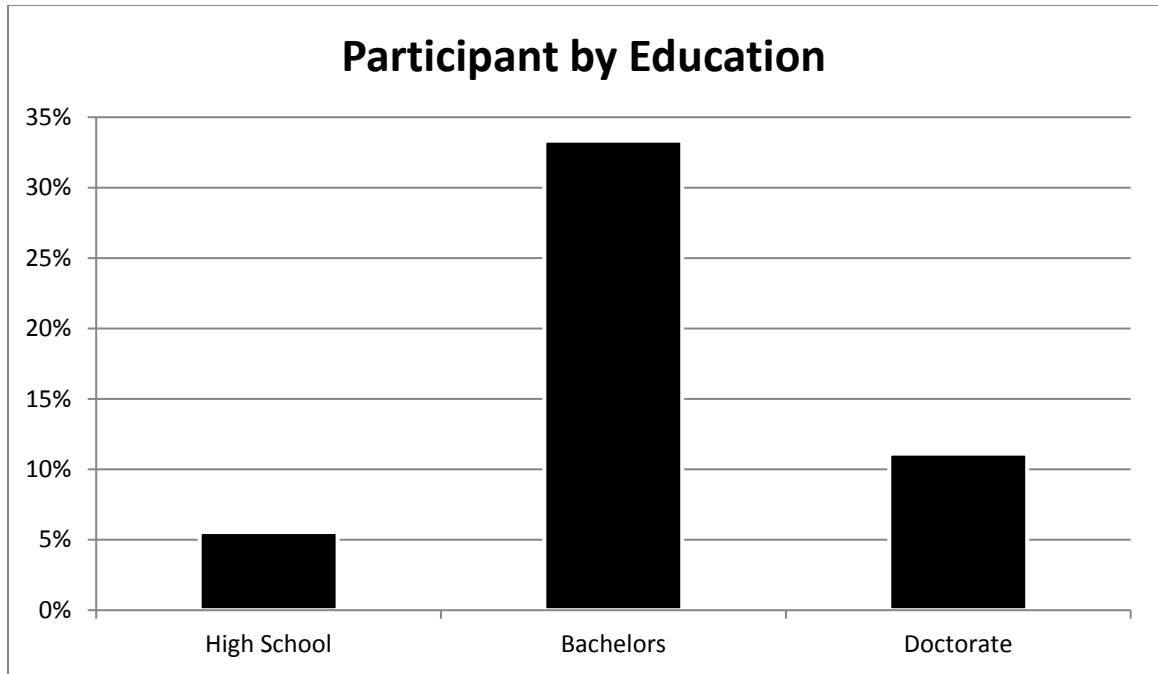


Figure 5. Small business owners' highest level of education.

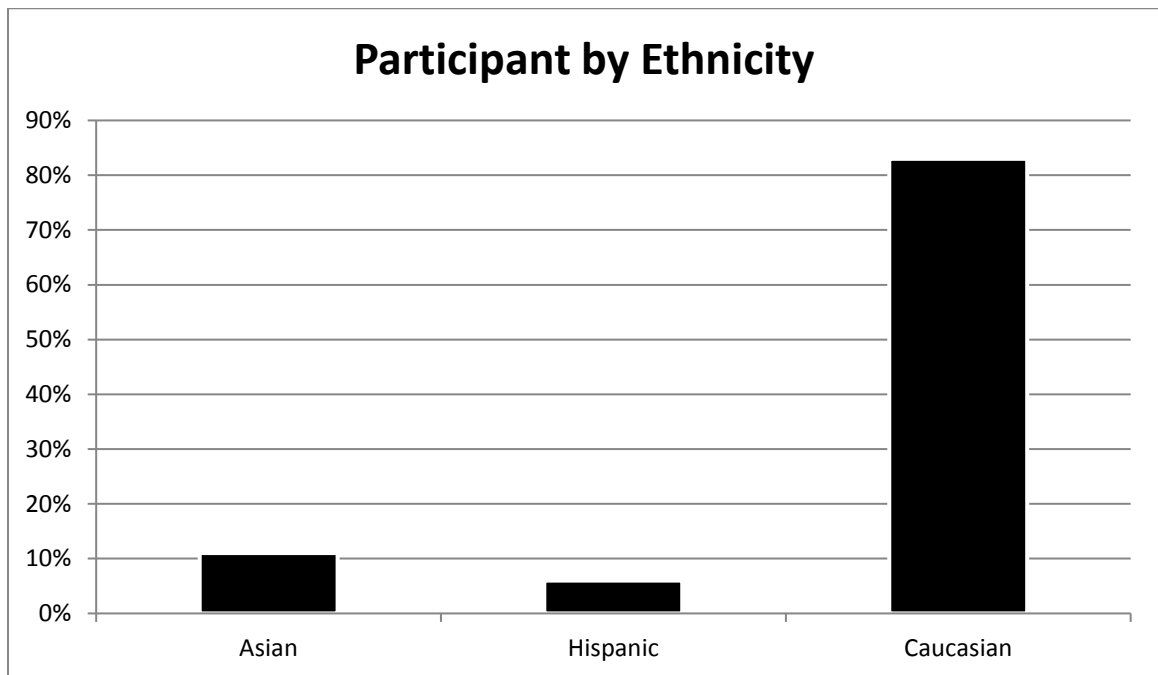


Figure 6. Small business owners' ethnicity.

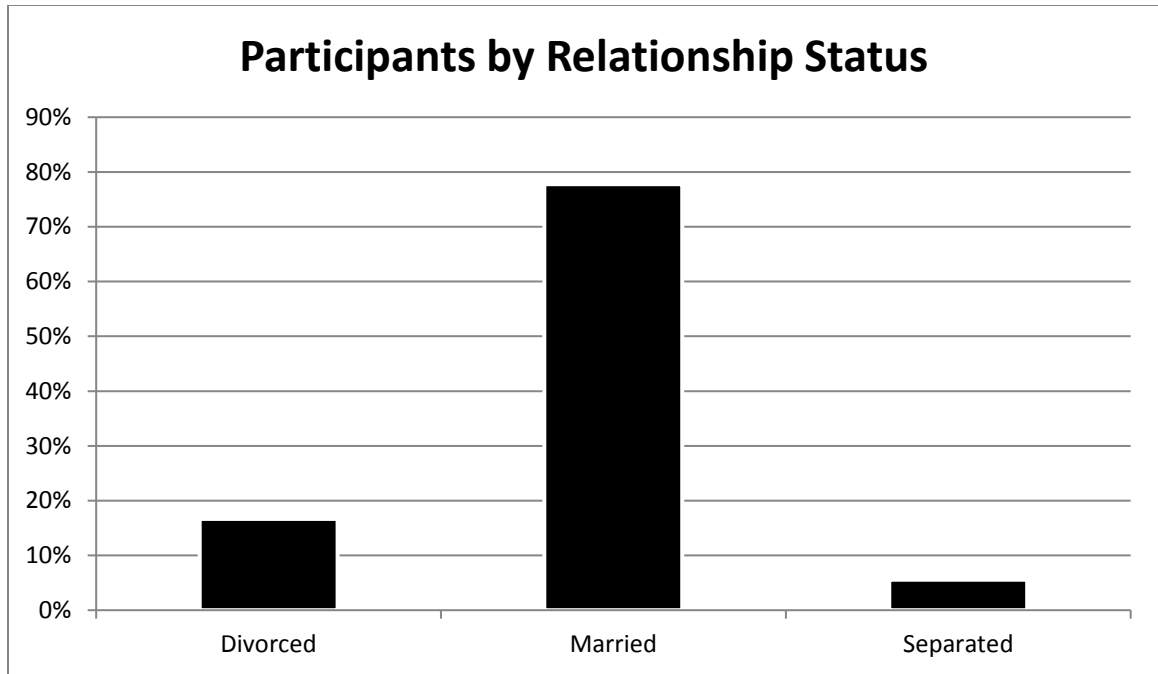


Figure 7. Small business owners' relationship status.

Correlation Matrix

The first step in data analysis was the correlation matrix. In a “least agree” to “most agree” format the correlation matrix displays small business owners' views and perceptions about leadership styles and human resource management practices reflecting similarities (agreement) or differences (disagreement). The correlated Q-sorts produced an 18 x 18 matrix (see Appendix F). On a normal distribution sheet, the score range was -4 to +4 as displayed in Figure 1 of Chapter 3. The Q-sort data from the participants demonstrated forced sorting to a similar mean value of 0.00 and an equal standard deviation of 2.138. The correlation matrix details each of the 18 participant's perspective arranged by subjectivity, 36 statements about leadership styles and human resource management practice in a numerical presentation. The calculations for the correlation matrixes were achieved through the use of the computer software PQ Method 2.35 (Schmollock, 2014).

Correlations ranged from -1 to +1 in step one of the statistical analysis of Q methodology. A -1 correlation represents a perfect negative correlation between two sorts, and +1 correlation represents a perfect positive correlation between the sorts (Brown, 1993). The participants (P-sample) subjective responses supplied a final matrix that included similar or unlike numerical data. Brown 1993 stated the correlation matrix is a checkpoint and a prerequisite transmission source for the factor structure.

The second step in the correlation procedure included qualification of the significance of the correlation coefficient value. According to Brown (1993), a basis of understanding is that a correlation coefficient value is statistically significant if it is 2 to 2.5 times the standard error. This researched consisted of 36 statements and founded was the standard error of the Q-sort, the standard error was ($1/\sqrt{36} = 0.17$). According to McKeown and Thomas (2013) the calculation of the factor loading significance was based on the formula $a < .01$; significance = $2.58 (1/\sqrt{N})$, N represents the number of Q-sort statements. At 99% utilization of the correlation coefficient value $p < .01$ the result must be at a significance level of ($1/\sqrt{36} \times 2.58 = 0.439$). To reach a 95% correlation coefficient the significance must be at ($1/\sqrt{36} \times 1.96 = 0.333$). In this study a significant correlation coefficient value is somewhere between $2 \times 0.17 = 0.34$ and $2.5 \times 0.17 = 0.425$ or 0.43.

Factor Analysis

The primary goal of the factor analysis was to determine the number of factors or commonalities in the Q-sorts. In a factor analysis, the resultant matrix is “ $m \times N$ ”, m is the number of underlying dimensions of which the N traits group together (McKeown & Thomas, 2013). The rotated factor loading matrix displayed the correlated separate Q-

sorts from 36 statements based on the use of the correlation matrix (see Table 4). Correlated factors with similar perspectives were grouped and other factors were individual uncorrelated factors. Rotated factors are identified by the associated factors to provide the significant loadings.

In PQ Method 2.35 software a principal component method factor analysis was used (Schmolck, 2014). The participants were recorded across an 18 component analysis exhibited in the unrotated factor loading matrix (see Appendix G). Brown (1993) stated the beginning unrotated factors hold little interest because of the original standpoint of the results, in comparison correlated factors provide significant loadings and a better understanding.

The recommendation of Brown (1980) guided the analysis of the specific factors. Significant factors were connected to its strength as measured by its eigenvalue (Brown, 1980). McKeown and Thomas (2013) stated, eigenvalues greater than 1.00 are significant but lesser eigenvalues are meaningless. The specific number of factors to analyze in study was six eigenvalues that were identified with a value greater than 1.00 in this research as presented by the PQ Method software (see Appendix G). Factor 1 had an eigenvalue of 4.8162 or 27 % of the total explained variance, which was the largest. Factor 2 had an eigenvalue of 2.3752 or 13% of total explained variance. Factor 3 had an eigenvalue of 1.8965 or 11% of the total explained variance. Factor 4 had an eigenvalue 1.8749 or 10% of the total explained. The remaining factors 5, 6, 7, and 8 explained an additional 4.115 or 23% of the variance.

Reflected by the PQ Method software 2.35 the four factors with the highest eigenvalue were selected as statistically significant represented below:

Factor 1: Leadership-transformational, Leadership-situational, Human resource management practices-training and development, Human resource management practices-performance evaluation.

Factor 2: Leadership-transformational, Leadership-situational, Leadership-transactional, Human resource management practices-training and development, Human resource management practices-employee recruitment and selection.

Factor 3: Leadership-transformational, Leadership-transactional, Human resource management practices-training and development, Human resource management practices-performance evaluation, Human resource management practices-employee recruitment and selection.

Factor 4: Leadership-situational, Human resource management practices-performance evaluation, Human resource management practices-employee recruitment and selection.

Considering the statements each factor was identified and labelled accordingly. The identified factors from the factor analysis were Factor 1: *Transforming Situation Owners*, Factor 2: *Transforming Situation Transaction Owners*, Factor 3: *Transforming Transaction Owners*, and Factor 4: *Situation Owners*.

In the next step of factor analysis, a varimax rotation of orthogonal rotation was chosen provided guidance and simplicity to the rotation of the factors (Brown, 1980). Varimax rotation is an automatic rotational structure that maximizes the variance of each succeeding factor (Brown, 1980). Using the varimax rotation in PQ Method 2.35, a maximum of 8 factors can be rotated to induce Q-sort data by individual factors (Schmolck, 2014). The PQ Method automatically pre-flagged Q-sorts at the $p < .05$

significance level and at the $p < .01$ significance level that represented the most significant solution for each factor. An individual analysis of the results to review and conclude illustrated best each factor of the study.

The four factors identified explained 61 % of the variance, which was determined by the analysis of data individually. Adequate characterization of the factors was performed by a minimum of two participants for each of the factors (see Table 4). The range of variance explained ranged from 18% to 12% among the identified four factors in the defining sorts.

Table 4

Rotated Factor Loading Matrix

Q-Sort no.	Loading			
	1	2	3	4
1	0.1174	0.7277X	0.3307	0.0606
2	0.4177	-0.0010	0.5620X	0.3314
3	0.0249	0.7683X	-0.1049	0.3205
4	0.0255	-0.1077	0.7890X	0.2092
5	0.5423	-0.007	0.5069	-0.2110
6	0.2855	-0.2033	0.4182	0.5350
7	0.6306X	0.0802	0.3975	-0.3377
8	0.7391X	0.1596	-0.03791	0.1778
9	-0.1166	0.1731	-0.0484X	0.8414X
10	0.4149	0.6569X	0.1091	-0.0683
11	0.3521	0.2153	0.3086	0.3304
12	0.2698	0.1404	0.2238	0.7392X
13	-0.1263	0.3734	0.5398X	0.1464
14	-0.0753	0.7869X	-0.0536	-0.0183
15	0.7467X	-0.1418	0.0541	0.3167
16	0.4675X	0.1748	0.2661	0.0408
17	0.1915	0.1690	0.8251X	-0.0391
18	0.6519X	0.0339	0.0762	0.0653
% of total variance explained	18	14	17	12

Note. Numbers bolded font and an X indicate a defining sort.

The explained variance for each of the factors varied, but they offered a range of significant information for further review. Factor analysis significance is based on the number of factors extracted in which, fewer factor increases the significance (Brown,

1980). Automated pre-flagging of the Q-sort was performed using PQ Method 2.35 to determine significant factors. Stephenson (1953) posited that the pre-flagging process in the PQ Method software consisted of identifying simulated configurations represented by hypothetical conditions that can be tested to see if expected results generate empirical appearances.

Similar views and perceptions shared among the participants are evident by loadings on the same factors. The factor score is an average of the scores for each statement as part of the Q-sorts directly connected to a factor (Brown, 1993). Table 5 indicated correlations between factor scores, which the participants' significantly loaded on more than one factor of the four factors presented. Also presented in Table 5, in addition to the similarities and differences are the number of separate selected Q-sorts for each factor.

Table 5

Correlations Between Factor Scores

Factors	1	2	3	4
1	1.0000	0.1667	0.2431	0.1679
2	0.1667	1.0000	0.1943	0.2618
3	0.2431	0.1943	1.0000	0.1962
4	0.1679	0.2618	0.1962	1.0000
No. selected	5	4	4	2

The Q-sort rankings regarding small business owner's' views and perceptions of leadership styles and human resource management practices are derived from views and perceptions. Each of the factors reflects reasonable groupings of similar perceptions

among the small business owners that participated. The factors in the study reflected what small business owners experienced.

Factor Scores

Factor analysis is central to Q methodology in that it encompasses statistically how the participant's' data will be coupled together (McKeown & Thomas, 2013). The factor score reflects the categories of a person's' thought based on their responses to the topics of concern (Brown, 1980). Factors scores of each statement reflect the average of the scores for the given statement (Barker, 2008). The PQ Method 2.35 (Schmolck, 2014) was used to execute the computation of factors. The first calculation was the factor weight and then it is converted to a factor array based on the -4 to +4 continuum (McKeown & Thomas, 1988). Brown (1980) stated the scores comparisons are used to conclude which items are distinguished by placing them on significant loadings from the Q-sort adhering to the continuum.

Table 6 shows the factor loadings in z-score format for each of the 36 statements. The 36 statements were identified in the design matrix, which the participants indicated their agreement or disagreement with the statement during the Q-sort. The z-scores were converted to whole numbers based on a -4 to +4 continuum pertaining to the study. Each score received values and ranks of likenesses and unlikeness in the statements from the Q-sort that displayed small business owners' views and perceptions of the factors from the study. Appendix H displays the rank totals and z-scores as whole numbers for each statement by individual factors from the Q-sort.

Reliability of the factors was important before identifying the distinguishing statements connected to each factor of the study. Table 7 provides the illustration

characteristics of each factor such as the number of defining variables, average reliability coefficient, composite reliability, and standard error of factors. According to Brown (1980) reliability coefficients of participant responses normally range from a 0.80 or greater. Composite reliability is a function of the defining variables. The more individuals defining a factor, the higher the reliability and also the more persons that providing a perspective, the more the confidence exists (Brown, 1980).

Reflected in Table 7 is Factor 1 had a composite reliability 0.952 and standard error 0.218. The number of defining variables for Factor 1 is five, which is the highest of the four factors. Factor 2 in Table 7, had four defining variables, a composite reliability of 0.941, and a standard error of 0.243. Factor 3 in Table 7, had four defining variables, a composite reliability of 0.941, and a standard error of 0.243. Factor 4 in Table 7, had two defining variables, a composite reliability of 0.889, and standard error of 0.333. The basis for examining small business owners' subjectivity about leadership styles and human resource management practices is provided by Factor 1. The composite reliability of Factors 2 and 3 are parallel, but less than Factor 1, however Factor 2 and 3 still delivered a viable foundation of understanding for examining small business owners' subjectivity about leadership styles and human resource management practices. The least of the factors regarding the composite reliability is Factor 4 in Table 7. To advance awareness of the views and perceptions of small business owners' the composite reliability of the factors must all be considered regardless of the minor differences.

Table 6

Q-sort Item Description in z Scores by Normalized Factor Scoring

Q-sort item no.	Factor			
	1	2	3	4
1	1.969	<u>-1.498</u>	-0.090	<u>-1.591</u>
2	0.980	1.175	1.108	0.722
3	0.850	-0.191	0.222	1.355
4	0.649	1.778	<u>-1.021</u>	0.869
5	2.219	0.810	1.019	<u>-1.163</u>
6	-0.040	<u>-1.632</u>	<u>-1.229</u>	-0.383
7	-0.754	0.269	-0.805	-0.869
8	-0.782	-0.385	<u>-1.158</u>	<u>-1.591</u>
9	1.024	0.608	-0.041	1.783
10	-0.495	1.169	<u>-1.849</u>	-0.869
11	-0.238	0.130	<u>-1.084</u>	1.016
12	-0.076	0.300	-0.432	-0.869
13	<u>-1.216</u>	0.178	-2.074	-0.383
14	1.680	0.907	0.362	-0.383
15	0.432	-0.083	0.001	-0.192
16	0.374	-0.462	-0.316	0.000
17	1.085	1.242	1.317	2.121
18	0.421	1.099	0.007	1.591

(continued)

Q-sort item no.	Factor			
	1	2	3	4
19	-0.796	1.212	<u>-1.056</u>	-0.767
20	1.230	-0.638	-0.306	0.633
21	0.590	<u>-1.890</u>	0.077	-0.339
22	0.246	<u>-1.136</u>	-0.077	0.236
23	-0.423	-0.470	-0.418	0.530
24	-0.718	<u>-1.590</u>	-0.066	0.869
25	-0.422	-0.446	0.681	0.869
26	<u>-2.380</u>	<u>-2.410</u>	<u>-1.556</u>	<u>-1.444</u>
27	-0.446	-0.207	1.074	0.914
28	0.595	<u>-1.108</u>	0.435	-0.530
29	-0.415	0.071	2.135	0.000
30	-0.901	0.451	0.926	0.677
31	<u>-1.441</u>	0.690	2.063	<u>-1.930</u>
32	-0.174	0.650	0.740	0.045
33	-0.813	0.065	0.703	0.339
34	<u>-1.293</u>	-0.127	0.142	0.000
35	-0.688	0.684	-0.251	0.722
36	0.165	0.782	0.815	-0.722

Note. All factor arrays have an identified mean of 0.00 and standard deviation of 2.138. The z-scores that are bolded indicate statistically significant most agreed upon by the participants regarding each factor and the z-scores that are underlined indicate statistically significant least agreed on by the participants concerning each factor.

Table 7

Factor Characteristics

Characteristics	Factor			
	1	2	3	4
No. of defining variables	5	4	4	2
Average reliability coefficient	0.800	0.800	0.800	0.800
Composite reliability	0.952	0.941	0.941	0.889
SE of factor scores	0.218	0.243	0.243	0.333

Note. The standard error of factor scores indicates factor reliability for the Q sorts represented in each factor. Determining whether four factors are significantly different from one another involves the standard error of difference (SED) between the normalized factor scores. Table 7 illustrates the relationship of the SED for each of the four factors.

Table 8 describes the differences in the relationship of the factors by the standard error of difference (SED). The standard error of difference in normalized factors scores depicts if the four factors of the study are significantly different. Standard error of differences is the result of measurement of the difference between two factors.

Table 8

Standard Errors of Difference in Normalized Factor Scores

	Factor			
	1	2	3	4
1	0.309	0.326	0.326	0.398
2	0.326	0.343	0.343	0.412
3	0.326	0.343	0.343	0.412
4	0.398	0.412	0.412	0.471

Note. Diagonal entries represent the error of difference within factors.

The Appendices I through N are the relationships between factors displaying the descending array of differences in factors. The Q-sort values for the 36 statements (-4 to 4) by factor are displayed in Appendix O. Now that the relationships between the factors are acknowledged the next step is to review the factors by determining similarities and differences in the findings.

Factor 1

According to Table 4, Factor 1 had the highest explained variance (18%) in this study of small business owners' views and perceptions of leadership styles and human resource management practices. Shown in Table 9 are the distinguishing statements for Factor 1. Table 4 shows that 9 out of 18 participants (50%) had a correlation coefficient level of .333 ($p < .05$) or greater (see Table 4). Six of the eight statements were identified with a factor score significant at $p < .01$. The significant six statements were ranked -2 through +4 (1, 5, 20, 30, 33, and 34). Of the six statements ranked as significant, it is indicated small business owners positively agreed transformational leadership influences the achievement of goals individually and is an example for the collective majority (Statement 1 and 5). Owners in Factor 1 expressed varied views of the factors related to human resource management practices, training and development, performance evaluations, and recruitment and selection (13, 14, 20, 24, 30, 33, and 34). Transformational leadership is the distinguished for this Factor 1 in that it is assumed it impacts training and development positively (Statements 14 and 20). The beliefs of the owners reflected negative ranks (-1, -2, -3, -3, -3) about human resource management practices, performance evaluation, and recruitment and selection (Statements 13, 24, 30,

33, and 34). From the negative rankings of statements 30 and 34, the group indicated strong disagreement with employee recruitment and selection.

Table 9

Distinguishing Statements for Factor 1

No.	Statement	Rank	Score
5	Leaders should perform in such a way that is an example for...	4	2.22*
1	Leadership is the actions by leaders that involves the influ...	4	1.97*
14	Training and development knowledge is needed in small busine...	3	1.68
20	Providing training opportunities is crucial to the process...	3	1.23*
24	Performance evaluation is a tool for the purpose of increasi...	-1	-0.72
33	Employee recruitment and selection has influence on competit	-2	-0.81*
30	The recruitment and selection process involves identification	-3	-0.90*
13	Human resource management practices are the foundation to ob	-3	-1.22
34	Focusing employee recruitment and selection efforts on indiv	-3	-1.29*

Note. The factor Q-sort value and the normalized scores are shown * $p < .01$.

Factor 2

Factor 2 represented 14% of the explained variance of the study. There were eight distinguished statements for Factor 2 displayed in Table 10. Out of the 18 participants only 5 (28%) performed in a manner equal to or greater than a correlation coefficient value of .333 ($p < .05$). Regarding the correlation coefficient level, 4 out of 18 participants were significant and had a Q-sort equal to or greater than .439 ($p < .01$). Owners are in strong agreement that leadership reflects the importance of human capital and is tied to business success. It is implied there is a negative perception of transformational, situational, and transactional leadership. Reflected in the rankings (+3)

the participants are in strong agreement that training and development and human resource management practices (Statement 19 and 10). The negative rankings (-2, -3, and -4) of statements 21, 22, and 24 indicate the participants are in strong disagreement regarding performance evaluation.

Table 10

Distinguishing Statements for Factor 2

No.	Statement	Rank	Score
4	Leadership in a small business is a reflection of the import...	4	1.78
19	Human resource management knowledge is needed in small...	3	1.21*
10	Human resource management knowledge is needed in small...	3	1.17*
31	When a new individual is selected for employment a probation...	1	0.69*
7	The culture of an organization stems from human resource man...	0	0.27*
22	Feedback for the purpose of growth during a performance eval...	-2	-1.14*
24	Performance evaluation is a tool for the purpose of increasi...	-3	-1.59*
21	Performance evaluation is a fundamental method to increase...	-4	-1.89*

Note. Both the factor Q-sort value and the normalized scores are shown * $p < .01$.

Factor 3

Factor 3 was described by the explained variance of 17% in this study. In Table 4, of the 18 participants, seven (39%) performed at a correlation coefficient level of .333 ($p < .05$). Five out of 18 participants (28%) performed at a correlation coefficient level of .439 ($p < .01$). The distinguished statements for Factor 3 are available in Table 11. In Table 11, there were six distinguishing statements at $p < .01$. Owners indicated in Factor 3 were in neutral opinion regarding transformational leadership to influence the achievement of goals individually. The stance on transactional leadership was negative.

Even though there is a neutral perspective on transformational leadership and a negative on transactional leadership no other leadership styles were not distinguished in the results of the statements. From the rankings +4, owners identified positively with employee recruitment and selection (Statements 29 and 31). The most negativity agreement in the statements reflected human resource management practices in small businesses (Statements 10 and 13).

Table 11

Distinguishing Statements for Factor 3

No.	Statement	Rank	Score
29	The purpose of employee recruitment and selection is to esta...	4	2.13*
31	When a new individual is selected for employment a probation...	4	2.06*
24	Performance evaluation is a tool for the purpose of increase...	0	-0.07
1	Leadership is the actions by leaders that involves the influ...	0	-0.09*
4	Leadership in a small business is a reflection of the import...	-2	-1.02*
11	Human resource management practices are a component of...	-2	-1.08*
10	Human resource management knowledge is needed in small...	-4	-1.85
13	Human resource management practices are the foundation to ob...	-4	-2.07*

Note. Both the factor Q-sort value and the normalized scores are shown * $p < .01$.

Factor 4

Factor 4 explained 12% of the variance in this study. According to Table 4, 4 out of 18 (22%) participants performed at a correlation coefficient level of .333 ($p < .05$) or greater. Three out of 18 participants (17%) were at a correlation coefficient level equal to .439 ($p < .01$) or greater. The distinguished statements are displayed in Table 12. One statement was significant at $p < .01$. Based on positive rankings (+1, +2, and +3) the

participants positively agreed on human resource management practices and performance evaluation (Statements 11, 23, and 24). The owners in Factors 4 negatively agreed regarding transformational leadership, however they were agreement that situational leadership was the better style of leadership. Based on the positive ranking +3, human resource management practices were believed essential to small business competitiveness (Statement 11).

Table 12

Distinguishing Statements for Factor 4

No.	Statement	Rank	Score
11	Human resource management practices are a component of co...	3	1.02
24	Performance evaluation is a tool for the purpose of increase...	2	0.87
23	Employee output, inspiration, and performance can improve the...	1	0.53
36	In the recruitment and selection process, it is important to...	-1	-0.72
5	Leaders should perform in such a way that is an example for...	-3	-1.16*

Note. Both the factor Q-sort value and the normalized scores are shown * $p < .01$.

Consensus Statements

Five statements were identified as consensus statements. In Table 13, the consensus statements vary by factor at the 0.01 and 0.05 correlation coefficient level. The agreed or disagreed five factors from the Q-sort signify the consensus statements of the participants. Two statements were identified as distinguished statements of the four factors at $p < .01$. Statement 2 of consensus statements identified as distinguished transformational leadership. The rankings (1, 2, 3, and 3) of the participants indicated positive agreement of transformational leadership in the consensus statements. Statement 15 of the consensus statements identified as distinguished training and development.

From the rankings (1, 0, 0, and 0) across the four factors, the participants were in a positive and neutral position regarding training and development. The consensus statements in this study are mostly related to transformational leadership, training and development, and performance evaluation factors. These consensus statements provide some information that is distinctive to the four factors of the study.

Table 13

Consensus Statements: Those That Do Not Distinguish Between Any Pair of Factors

No.	Statement	Factors							
		1		2		3		4	
		Rank	Score	Rank	Score	Rank	Score	Rank	Score
2*	Leadership benefits growth of the	2	0.98	3	1.18	3	1.11	1	0.72
15*	Inadequate training provided by small	1	0.43	0	-0.08	0	0.00	0	-0.19
16	Small business owners can display	1	0.37	-1	-0.46	-1	-0.32	0	0.00
23	Employee output, inspiration, and	-1	-0.42	-2	-0.47	-1	-0.42	1	0.53
26	Performance evaluations can be	-4	-2.38	-4	-2.41	-3	-1.56	-3	-1.44

Note. All listed statements are non-significant at $p > .01$.

The analysis of data for this research study identified small business owners' views and perceptions of leadership styles and human resource management practices. The use of Q methodology provided the ability to maintain the general purpose of the study. In the factor analysis section correlation between sorts was reviewed and explained the factor analyses. The principal component factor analysis was adopted for interpretation of the factors from the Q-sorts discussed in the next section. The explained variance of the study was 61%, which emerged from the varimax rotation. Comparisons

about the factors were made using the number of defining variables, reliability coefficient, standard error, composite reliability, z scores, and score ranks.

Detailed in the Q statements, small business owners' views of leadership and human resource management practices identified they are central components to developing human capital. Some of the responses may indicate the absence of knowledge regarding leadership styles and human resource management practices. These statements supplied the views business owners have regarding the part leadership styles and human resource management practices play in small businesses. Distinguished statements identified how business owners viewed leadership and human resource management practices in their own business.

Factor Interpretation

For Q methodology factor interpretation information received from the participants is subjective and supports cautious explanations and judgments (Brown, 1980). Also, a consensus of viewpoints of the participants is included, which represents the shared opinions through a collection of factors from the data (Brown, 1980). The naming of the four factors was based on the small business owner perceptions of leadership. Appendix O includes the factor Q-sort values from each statement. The Q-sort values (see Appendix O) were used to identify statistically significant statements from the group of human resource management practices. Table 4 is the Rotated Factor Loading matrix with defining variables, which is where the loading for each Q-sort can be viewed. The interpretations come from the rankings of each statement and distinguished statements aimed at providing a clear understanding of each factor.

Factor 1: Transforming situation owners. Factor 1 owners, identified as *Transforming Situation Owners* positively ranked two of the leadership styles in the matrix design. *Transforming Situational Owners* had five significant factor loadings from the participants and it explained 18% of the variance. The eigenvalue for Factor 1 was 4.8162. Four of the loading participants were males and one was a female. *Transforming Situation Owners* have more than 11 years of business operation experience. Transformational was the single leadership style with a distinguishing statement ranked at +4.

The *Transforming Situation Owners* indicated a positive view of transformational leadership at 86% and a negative view at 14%. *Transforming Situation Owners* had no neutral view of transformational leadership. They viewed transformational leadership as important as well as vital in a small business to develop human capital. The view of performance evaluation was negative at 50%, neutral at 25%, and positive at 25%. This information concludes that *Transforming Situation Owners* find performance evaluation as irrelevant. Confirmation of the negative view was confirmed by distinguishing Statement 24. The statistically significant Statement 24 questioned the owners about the performance evaluation to increase an employees' value in the workplace.

The recruitment and selection viewpoint by *Transforming Situation Owners* was 62.5% negative and 37.5% positive. Negative beliefs about employee recruitments and selection were expressed in Statement 30, 33, and 34. Owners ranked Statements 30, 33, and 34 as -3, -2, and -3, respectively. *Transforming Situation Owners* provided a ratio of responses such as 30% agreeable, 47% disagreeable and 23% neutral. Agreement

statements for *Transforming Situation Owners* are displayed in Table 14. Statements of disagreement are shown in Table 15.

Table 14

Factor 1: Transforming Situation Owners, Agreement Statements

No.	Statement	Rank	Score
5	Leaders should perform in such a way that is an	4	2.22*
1	Leadership is the actions by leaders that involves the	4	1.97*
14	Training and development knowledge is needed in	3	1.68
20	Providing training opportunities is crucial to the	3	1.23*

Table 15

Factor 1: Transforming Situation Owners, Disagreement Statements

No.	Statement	Rank	Score
24	Performance evaluation is a tool for the purpose of	-1	-0.72
33	Employment recruitment and selection has influence on	-2	-0.81*
30	The recruitment and selection process involves	-3	-0.90*
13	Human resource management practices are the foundation	-3	-1.22
34	Focusing employee recruitment and selection efforts on	-3	-1.29*

Table 15 indicates the owners have an inconsistent viewpoint of performance evaluation and human resource management practices (Statements 13 and 24). Business owners strongly disagree with the need for employee recruitment and selection in a small business as part of finding the suitable employees (Statement 30, 33, and 34). An issue with the comprehension of employee recruitment and its advantages is present.

Factor 2: Transforming Situation Transaction owners. Factor 2 owners, identified as *Transforming Situation Transaction Owners*, were recognized by their mixed views of transformational, situational, transactional leadership perceptions. *Transforming Situation Transaction Owners* had four significant loadings that explained 14% of the variance and an eigenvalue of 2.3752 for Factor 2. Of the loading participants, two females were and two were males, accounting for varied years of business operation experience.

Transforming Situation Transaction Owners regarding training and development expressed a high positive view at 57%, negative view at 29%, and a neutral view at 14%. The positive distinguished Statements were 14, 17, 18 and 19 with rankings of +2, +4, +2, and +3 respectively. Only one negative Statement (20) was distinguished with a ranking of -2. Indicated by Statement 14, 17, 18, and 19 *Transforming Situation Transaction Owners* are in agreement that training and development support the goal for human capital.

The performance evaluation views of *Transforming Situation Transaction Owners* designated 100% negative views. No positive or neutral views were identified in the design matrix. Three Statements (21, 24, and 26) were distinguished in disagreement for performance evaluation. In order, these rankings were -4, -3, and -4. Statements 21, 24, and 26 inquired about performance evaluation as a tool for increasing employee performance in a small business. The negative rankings imply there is a lack of understanding of how performance can support employee performance.

Transforming Situation Transaction Owners view of employee recruitment and selection were 62.5% positive and 37.5% neutral. Only one Statement (36) was

distinguished for the positive views with a ranking of +2. The distinguishing neutral statements were 29, 33, and 34. *Transforming Situation Transaction Owners* agree it is important to choose the best candidate with parallel views to those for the business. *Transforming Situation Transaction Owners* were overall expressed as 37%, 37%, and 26% ratio of responses as agreeable, disagreeable, and neutral outcomes. Agreement statements are reflected in Table 16 and disagreement statements in Table 17.

The discrepancy that exists is the owners' agreement and disagreement statements reflecting performance evaluations. The participants indicate that leadership and human resource management practices are needed but oppose the usefulness of performance evaluations. Significance exists among the statements as they reflect strong viewpoints. There is one statement with a weakness, but it is still consistent the majority view. Owners with more experience using performance evaluations may add value in gaining more understanding in additional research.

Table 16

Factor 2: Transforming Situation Transaction Owners, Agreement Statements

No.	Statement	Rank	Score
4	Leadership in a small business is a reflection of the import	4	1.78
19	Human resource management knowledge is needed in	3	1.21*
10	Human resource management knowledge is needed in	3	1.17*
31	When a new individual is selected for employment a pro	1	0.69*

Transforming Situation Transaction Owners loaded the Q sorts with a .439 ($p < .01$) value or greater by four of the 18 participants (see Table 4). *Transforming Situation Transaction Owners* had three disagreeable statements reflected in Table 17, all of which

were significant at $p < .01$. The ranking of Statements 21, 22, and 24 were respectively -4, -3, and -3. Statement 21 had a strong negative ranking, they disagreed performance evaluation can be used for development of human capital.

Table 17

Factor 2: Transforming Situation Transaction Owners, Disagreement Statements

No.	Statement	Rank	Score
22	Feedback for the purpose of growth during a performance	-2	-1.14*
24	Performance evaluation is a tool for the purpose of	-3	-1.59*
21	Performance evaluation is a fundamental method to	-4	-1.89*

Factor 3: Transforming Transaction Owners. Factor 3 owners, identified as Transforming Transactions Owners, were described by transformational and transactional leadership concepts. *Transforming Transaction Owners* had four significant loading participants that explained 17% of the variance and an eigenvalue of 1.8965. Loading participants included two females and two males. The majority of the business operation experience is more than 20 years.

Transforming Transaction Owners depicted that a 29% agreeable, 42% disagreeable, and 29% neutral status regarding training and development. Regarding training and development, the perceptions were weak among the business owners. Statement 17 was statistically significant which questions the owners about training and development of employees converting to efficiency and increased business performance. The rank for Statement 17 was +3. *Transforming Transaction Owners* views of performance evaluation were 37.5% agreeable, 25% disagreeable, and 37.5 neutral. Statement 27 was a statistically significant distinguishing statement with a rank of +3.

Transforming Transaction Owners view of employee recruitment and selection had the highest positive perspective at 75%. The disagreement and neutral statements both had 12.5% response. Two Statements were statistically significant (29 and 31); both

received a ranking of +3. The positive agreement with statement 29 and 31 specifies owners identify performance evaluations are beneficial to recruiting and selecting the best candidate in a business. Statement 29 and 31 provide a positive perception of performance evaluations by *Transforming Transaction Owners*. *Transforming Transaction Owners* overall expressed as 37%, 40%, and 23% ratio of responses agreeable, disagreeable, and neutral outcomes. Agreement statements are reflected in Table 18 and disagreement statements in Table 19.

Table 18

Factor 3: Transforming Transaction Owners, Agreement Statements

No.	Statement	Rank	Score
29	The purpose of employee recruitment and selection is to	4	2.13*
31	When a new individual is selected for employment a	4	2.06*

Four of 18 *Transforming Transaction Owners* loaded the Q sorts with a .439 ($p < .01$) or greater value (see Table 4). *Transforming Transaction Owners* had four disagreeable statements reflected in Table 19 and three of them were significant at $p < .01$. The ranking of Statements 4, 10, 11, and 13 was respectively -2, -4, -2, and -4. Table 19 depicts the disagreement statements of *Transforming Transaction Owners*, which the negative perceptions reflected leadership and human resource management practices.

Table 19

Factor 3: *Transforming Transaction Owners, Disagreement Statements*

No.	Statement	Rank	Score
4	Leadership in a small business is a reflection of the import	-2	-1.02*
11	Human resource management practices are a component of	-2	-1.08*
10	Human resource management knowledge is needed in	-4	-1.85
13	Human resource management practices are the foundation	-4	-2.07*

Factor 4: Situation Owners. Factor 3 identified, *Situation Owners*, was identified by the situational leadership concept. *Situation Owners* had two significant loading participants that explained 12% of the variance and had an eigenvalue of 1.8749. Of the loading participants one was a female and the other a male. The average business operation experience is 12 years.

Situation Owners view of training and development 29% agreeable, 42% disagreeable, and 29% neutral. The statistically significant Statements (16 and 18) were ranked +4 and +3, respectively. Statement 16 and 18 indicate the business owners' perception as a commitment to a culture of training and development and the belief it provides a competitive advantage over rivalry businesses. No other statements were statistically significant.

Regarding performance evaluation *Situation Owners* perceptions were 50% agreeable, 25% disagreeable and 25% neutral. The statements from the perceptions of *Situation Owners* were not statistically significant. There is clear understanding of the benefit performance evaluations can have with the intent to support employee growth and performance.

The views of employee recruitment and selection from *Situation Owners* were 37.5% agreeable, 25% disagreeable and 37.5% neutral. Neutral perspectives were received on Statement 29 and 32, both with a ranking of 0. The neutral perspectives on Statement 29 and 32 for employee recruitment and selection may determine business owners use other methods for recruiting employees and also indicate their lack of knowledge to establish a recruitment and selection practice. Statement 31 was statistically significant as the negative viewpoint ranked as -4. *Situation Owners* overall expressed as 37%, 40%, and 23% ratio of responses agreeable, disagreeable, and neutral outcomes. Agreement statements are displayed in Table 20 and disagreement statements in Table 21.

Table 20

Factor 4: Situation Owners, Agreement Statements

No.	Statement	Rank	Score
11	Human resource management practices are a component	3	1.02
24	Performance evaluation is a tool for the purpose of	2	0.87
23	Employee output, inspiration, and performance can	1	-0.53

Table 21

Factor 4: Situation Owners, Disagreement Statements

No.	Statement	Rank	Score
36	In the recruitment and selection process it is important	-1	-0.72
5	Leaders should perform in such a way that is an example	-3	-0.81*

Two of 18 *Transforming Transaction Owners* loaded the Q sorts with a .439 ($p < .01$) or greater value (see Table 4). *Transforming Transaction Owners* had two disagreeable statements reflected in Table 21 and one of them was significant at $p < .01$. The ranking of Statements 5 and 36 was respectively -1 and -3. Table 21 depicts the disagreement statements of *Situation Owners*. The negative perceptions reflected leadership and human resource management practices. Consensus statements were also reviewed to gain an understanding of consensus from the small business owners.

Consensus Statements

The consensus statements are viewed in Table 13. Review of Table 13 presented five statements with Q sort rankings. Factors were significant at $p < .01$ and non-significant at $p < .01$. Two of the statements were statements statistically significant among the four factors.

The leadership styles indicated by small business owners were positive in Factor 1. Factor 2 and 4 both received negative ranks for the leadership styles; Factor 3 received a neutral viewpoint. From the distinguishing statements and factors scores, small business owners' views and perceptions regarding human resource management practices indicated 35% agreement, 41% disagreement, and 24% neutral.

The research addressed the results of the Q methodology study with an in-depth review. Interpretation of the factors was supported by factor arrays, order ranked statements, z scores, and distinguished statements. The results of the study provided answers to the research questions that guided the study. The views and perceptions of the participants revealed statements in the data that is agreeable and disagreeable with the research questions.

Research Question 1. *What factors indicate small business owners have knowledge of human resource management?* The ranked factors indicated a lack of knowledge is apparent regarding human resource management. In the Q sample four statements were the pillar in determining if owners had knowledge of human resource management. The statements reflect the main components of human resource management knowledge in part. In the human resource management practices, training and development, and performance evaluation section of the design matrix is where the statements can be located. The Statements that were answered by the participants focused on the foundations of human resource management knowledge (Statements 7, 10, 19, and 27). The foundations included culture, human resource management, human resource management practices, development of human capital, and direction for employees through achievements and implementation.

Transforming Situation Owners were disagreeable on Statements 7, 10, 19, and 27 ranked -2, -1, -2, and -1 respectively. The owners disagreed human resource management knowledge (HRMP, Training and Development, and Performance Evaluation) was important. Knowledge of human resource management is important to the appropriate development of human capital, business culture, and alignment of employees with the mission, vision, and values of a business.

Transforming Situation Transaction Owners were at an agreeable, disagreeable, and neutral position concerning the statements on knowledge of human resource management. This group of owners was agreeable with two of the statements (10 and 19) with a +3 rank for both. One statement (7) was neutral and Statement 27 was negative with a -1 rank. Agreement was the strongest about human resource management

knowledge needed in a small business for development of human capital. The neutral responses from the owners indicate they were unsure about the culture of a business derived from human resource management practices. According to disagreeable statement owners do not believe the connection that performance evaluations have with directing employees to alignment with a business' vision, mission, and values.

Transforming Transaction Owners were agreeable and disagreeable in their views of knowledge of human resource management. The disagreeable ranks for the statements (7, 10, and 19) were -2, -4, and -2 respectively. Statement 27 was agreeable with a rank of +3. This group of owners was opposed to culture stemming from knowledge of human resource management but also to the fact it attributed to development of human capital. The owners did agree that performance evaluations capture and describe the direction for employees through achievements and implementation of the mission, vision, and values.

Situation Owners were mostly disagreed with a medium understanding regarding Statement 7, 10, and 19 (-2, -2, and -2). Statement 27 had a rank of +2 from this group of owners. The significance of the views from *Situation Owners'* views is their negative opinion of human resource knowledge and business culture. *Situation Owners'* focus to assess a situation and apply the most applicable leadership style reflecting an individual's level of readiness failed to realize how relevant human resource knowledge applies to their approach.

The owners' views of the statements that measured if they have knowledge of human resource management were mostly disagreeable. Agreeable responses were made on a few of the statements, although they were not significant enough to the overall

perspective. From the owners' viewpoint, it does not reflect they agreed human resource management practices, training and development, and performance evaluation is crucial to have knowledge of human resource management.

Research Question 2. *What are the general perceptions of small business owners regarding human resource management practices?* Three statements provided a summary of the perceptions of small business owners concerning human resource management practices. Statements 7, 11, and 13 are the more relevant descriptors of the general perceptions of small business owners.

Transforming Situation Owners were disagreeable and in neutral position regarding the general perceptions about human resource management practices. In respective order two of the Statements (7 and 13) were ranked -2 and -3. Statement 11 was a neutral response by this group of owners. Statement 7 and 13 provided a view that human resource management practices does not contribute to the culture of an organization and is not the foundation of obtaining a competitive advantage.

Transforming Situation Transaction Owners provided neutral views on the general perceptions of human resource management practices. Statement 7, 11, and 13 had a neutral expression from the *Transforming Situation Transaction Owners*. This group of owners responded as the human resource management practices were unimportant.

Transforming Transaction Owners were mostly disagreeable regarding human resource management practices. Statements 7 and 11 were ranked -2. The most disagreeable Statement was 13 ranked -4. Indicated by the negative responses from this group of owners, *Transforming Transaction Owners* disagreed strongly that human

resource management practices are needed to adopt a business culture and achieve competitiveness.

Situation Owners Statements were disagreeable and agreeable in the perceptions. Statement 7 and 13 were ranked -2 and -1 respectively. Statement 11 received a rank of +3 by *Situation Owners*. This group indicated in their responses human resource management practices are unnecessary. Statement 11 is significant stating *Situation Owners* agree human resource management practices are a component attributed to competitiveness for small businesses.

The general perception of human resource management practices was negative indicated by the owner groups. *Transforming Situation Owners* were 57% disagreeable and 29% neutral with human resource management practices. *Transforming Situation Transaction Owners* did not disagree but their responses 29% agreeable and 57% neutral. *Transforming Transaction Owners* were 86% disagreeable regarding statements about human resource management practices. *Situation Owners* ranked the statements 29% agreeable and 71% disagreeable with human resource management practices.

Research Question 3. *What are the most common stated perceptions small business owners have regarding training and development, performance evaluation, and recruitment and selection that suggests they have knowledge of these factors for development of human capital?* Four statements from training development, three statements from performance evaluation, and five statements from employee recruitment and selection provided a summary of the perceptions from small business owners concerning their knowledge for development of human capital. Statements 14, 15, 18, and 20 were specific to training and development displayed in the design matrix.

Statements 22, 23, and 28 reflect performance evaluations. Employee recruitment and selection Statements are 29, 31, 32, 34, and 35.

Transforming Situation Owners positively perceived training and development and by the responses were important. Statements 14, 15, 18, and 20 were respectively ranked +3, +1, +1, and +3. Mixed views of performance evaluations were received among this group of owners. Statement 22 had a neutral ranking, Statement 23 had a negative ranking of -1, and Statement 28 had a positive ranking of +1. *Transforming Situation Owners* determined performance evaluation was not important to development of human capital and the positive ranking was not significant enough to display the opposing view. Mixed views of employee recruitment and selection regarding knowledge were provided by *Transforming Situation Owners*. Statements 29 and 32 were neutral in response. Statements 31, 34, and 35 were ranked -4, -3, and -1 respectively. The significance of Statement 14 and 20 indicated a positive perception that knowledge of training and development is needed and is important employee motivation and engagement. Statement 31 determined by *Transforming Situation Owners* strongly disagree a probationary period will conclude if an employee is an appropriate fit for a business.

Transforming Situation Transaction Owners ranked Statement 14 and 18 positively +2, Statement 15 was neutral, and Statement 20 was negatively ranked (-2) concerning training and development factors. The owners agree training and development knowledge is needed and reflects a commitment to development of human capital. For performance evaluation Statements 22, 23, and 28 were ranked negatively - 2. *Transforming Situation Transaction Owners* were disagreeable performance

evaluations support for employee growth, motivation, and identification to improve capabilities. The owners ranked employee recruitment and selection Statements 29 and 34 neutrals. Statements 31, 32, and 35 were each positively ranked +1. Owners agreed employee recruitment and selection was important to finding the best employees but responded it was not necessary for retention.

Transforming Transaction Owner ranked statement 1 positively (+1), negatively ranked Statement 20 (-1), and Statements 15 and 18 were provided with neutral responses for training and development. The owners' responses were not significant by their unimportant and slightly agreeable responses regarding training and development. Performance evaluation Statement 22 was ranked neutral, Statement 23 negatively ranked -1, and Statement 28 positively ranked +1. Owners' responded indicating a lack of understanding the performance evaluation factor can have on development of human capital. *Transforming Transaction Owners* responded to employee recruitment and selection positively on Statement 29, 31, and 32 (+4, +4, and +2 respectively). Statement 34 was ranked neutral and Statement 35 was negatively ranked -1. Statements 29 and 31 indicated significantly, employee recruitment and selection is important to finding and retaining suitable employees as well as determine within a probationary period if an employee is an appropriate fit to a business.

Situation Owners positively ranked statement 18 (+3), Statements 14 and 20 ranked negatively (-1), and Statement 15 ranked neutral about training and development. Statement 18 was significant by the response of the owners' training and development reflects the culture of a business and commitment to human capital development. Concerning performance evaluation, the owners ranked Statement 22 neutral, Statement

23 +1, and Statement 28 -1. *Situation Owners* indicated a lack of importance and understanding of performance evaluations. Employee recruitment and selection Statements 29, 32, and 34 were ranked neutral. Statement 31 was significantly ranked -4 and Statement 35 positively ranked +1. Statement 31 was significant to *Situation Owners* specifying a probationary period for an employee does not determine if they are an appropriate fit for the culture of a business.

Displayed in Appendix O, is the rate of agreement, disagreement, and neutral responses from the groups of owners. Also Appendix O represents the factors training and development, performance evaluation, and employee recruitment and selection. The highest level of agreement was received for training and development at 50%. Employee recruitment and selection received a level of agreement at 44%. Performance evaluation received the lowest level of agreement at 28%. Indicated by the rate of agreement for training and development and employee recruitment and selection, the owners' determined these factors positively correlated to development of human capital. Owners' negative view of performance evaluation suggests it is an unimportant factor concerning development of human capital.

Summary

Presented in Chapter 4 were the PQ Method 2.35 analyzed results from the participant responses. From the PQ Method 2.35 software, four factors were identified such as *Transforming Situation Owners*, *Transforming Situation Transaction Owners*, *and Transforming Transaction Owners*, and *Situation Owners*. The four factors were derivative of the leadership styles the owners may use for development of human capital.

More importantly, the four factors identified were uniquely recognized as a reflection of the theoretical framework.

Transforming Situation Owners represented owners that made it known transformational and situational leadership styles as their prime choice. *Transforming Situation Transactions Owners* identified their main choice of leadership styles as transformational, situational, and transactional. *Transforming Transaction Owners* was more for transformational and transactional leadership styles. *Situation Owners* solely chose situation leadership as their primary leadership style. As participant aligned with each of the four factors

The statistical software used for data analysis provided the factor analysis from 18 participants' rankings of 36 Q statements from the study. As the participants aligned with a factor individually, three research questions were addressed as well. Knowledge gained from the results may affect the goals focused on development of human capital. Chapter 5 provides further discussion of the findings related to the small business owners' views and perceptions included in the data analysis. Included in Chapter 5 are the recommendations to small business owners and for future research, the significance of the research to leadership, a summary of the study, and conclusion.

Chapter 5

Conclusions and Recommendations

The purpose of this study was to explore the views and perceptions of small business owners about leadership styles and human resource management practices. Business owners' leadership preferences were made known as well as their views of human resource management practices to develop human capital. A better understanding of business owners' views about human resource management practices is needed if owners are to bring clarity to the human resource management affairs of their business through preparation for development of human capital. Q methodology objectively focuses on a persons' subjective view using basic psychological principles that offer structure and rigor (Stephenson, 1953; Ramlo & Newman, 2011).

The results of the study illustrated small business owners have positive views of transformational, situational, and transactional leadership styles. A mixture of positive, negative, and neutral views of leadership styles exist in the matrix design and as significant statements from the study. A general observation of responses concerning human resource management practices (training and development, performance evaluation, and recruitment and selection) validates there is existing patronage for human resource management practices in small businesses.

Small business owners that participated in the study were from various small businesses in three different cities of North Texas and members of the Hurst Euless Bedford Chamber of Commerce. Manageability of the research and the geographic convenience to the researcher were both reasons for the specific population. The sample selection was a representation of judgment sampling to capture a representative of the

sample (Kalton, 1983). By using judgment sampling, participants from the population were selected as expert choices (Kalton, 1983).

The total count of owners that participated in the study was 18. The business owners provided a meaningful understanding in the gathered perceptions concerning the factors identified in the study. The understanding of the participants was obtained in the Q methodology study from three questions about the views and perceptions of leadership styles and human resource management practices.

The three research questions for the Q methodology study were:

RQ3: What are the most common stated perceptions small business owners have regarding training and development, performance evaluation, and recruitment and selection that suggests they have knowledge of these factors for development of human capital?

RQ2: What are the general perceptions of small business owners regarding human resource management practices?

RQ1: What factors indicate small business owners have knowledge of human resource management?

To explore the research questions, the statistical analysis from Q methodology was used that included correlation, factor analysis, and computation of the factor score (McKeown & Thomas, 2013). To develop meaningfulness of the data, factor arrays were established to support generalizations of the viewpoints stemmed from the factors significantly loaded on by the participants (McKeown & Thomas, 2013; van Exel & de Graaf, 2005). McKeown and Thomas (2013) posited factor arrays supported the identification of distinguishing statements from the participant viewpoints.

In Chapter 5, the summary of the study, limitations of the study, significance of the study to leadership, recommendations, and summary of the chapter will be included. The limitations focused on the research bias. The recommendations included future suggestions relevant to practice, theory, and research. Provided in the summary of the chapter are closing comments on the study.

Summary of the Study

The study consisted of 18 small business owners from the Hurst Euless Bedford area of Texas that participated in the study. To explore the three research questions of the study Q methodology was used regarding the viewpoints of leadership and human resource management practices. Under *Conditions of Instruction*, the participants provided responses to the research questions. Four identified factors in the study were:

1. *Transforming Situational Owners*
2. *Transforming Situation Transaction Owners*
3. *Transforming Transaction Owners*
4. *Situation Owners*

RQ 1. *What factors indicate small business owners have knowledge of human resource management?*

Factor 1: Transforming Situation Owners. *Transforming Situation Owners* were described by their strong belief in transformational and situational leadership. *Transforming Situation Owners* reflected in their responses human resource management practices was unimportant. Their responses suggested a lack of knowledge of human resource management. This ultimately refers to the culture, appropriate development of human capital, mission, vision, and values that stem from human resource management

knowledge. The owners recognized the need and impact of transformational and situational leadership but failed to acknowledge human resource knowledge could benefit the development of human capital.

Factor 2: Transforming Situation Transaction Owners. *Transforming Situation Transaction Owners* were described by their mixed belief in all three leadership styles of transformational, situational, and transactional leadership. *Transforming Situation Transaction Owners* indicated they understood human resource management knowledge is needed in small businesses for appropriate development of human capital. However, there is disbelief that human resource management knowledge shapes the culture of an organization. Indicated by the responses loaded, the group of owners has a foundation of knowledge that is derived from experience with human resource management and development of human capital.

Factor 3: Transforming Transaction Owners. *Transforming Transaction Owners* provided interest in transformational leadership and a disconcerting response to transactional leadership. *Transforming Transaction Owners* displayed confidence the purpose of performance evaluations provides understanding and direction for employees. The performance evaluation purpose is evident through employee achievements and efforts contributing to implementation in alignment with the mission, vision, and values. *Transforming Transaction Owners* belief in performance evaluations showed understanding of subcomponents of human resource management.

Factor 4: Situation Owners. *Situation Owners* were defined by their certainty of situational leadership. This group of owners lacked knowledge of human resource management. Their disbelief in human resource management did not reflect the goal of

employee development. *Situation Owners* understood the value of performance evaluations that molds employees for growth in a company. Their lack of human resource management knowledge could be attributed to situation readiness approach to development of human capital.

RQ2. *What are the general perceptions of small business owners regarding human resource management practices?*

Factor 1: Transforming Situation Owners. *The Transforming Situation Owners* general perceptions were in opposition to human resource management practices. *Transforming Situation Owners* either did not have knowledge or lacked support for human resource management practices and its benefits. The owners' perceptions were not favorable to practices shaping organizational culture. Also determined by the responses, human resource management practices were not the foundation of competitive advantages, specifically in a small business.

Factor 2: Transforming Situation Transaction Owners. *Transforming Situation Transaction Owners* identified their general perceptions of human resource management practices as neutral. Two initial thoughts were derived from their responses. The first thought is the owners had little knowledge of the true impact of human resource management practices and strong experience in other areas of business. The second thought is the owners were experienced with human resource management practices and genuinely have determined it can be positive or negative based on the exposed business culture.

Factor 3: Transforming Transaction Owners. *Transforming Transaction Owners* general perceptions of human resource management practices were negative.

Concerning business competitiveness, they believed it was not originated from human resource management practices. *Transforming Transaction Owners* also believed culture in a business was not developed from human resource management practices. The strongest opposing general perception was conveyed toward human resource management practices as the foundation of obtaining a competitive advantage.

Factor 4: Situation Owners. *Situation Owners* general perceptions were positive and negative toward human resource management practices. The practices were not favored as an element of business culture and a foundation of competitive advantages. However, *Situation Owners* perceived human resource management practices as a source for competitiveness in a small business. Determined by the responses *Situation owners* valued the effect human resource management practices had in development of human capital.

RQ3. *What are the most common stated perceptions small business owners have regarding training and development, performance evaluation, and recruitment and selection that suggests they have knowledge of these factors for development of human capital?*

Factor 1: Transforming Situation Owners. Transforming *Situation Owners* commonly stated perceptions suggested they have knowledge of training and development that benefits development of human capital. The common perception identified by the owners was training and development knowledge is needed in small businesses for appropriate development of human capital. Transforming *Situation Owners* also specified, providing training opportunities is crucial to the process of employee motivation and development in a business to increase employee engagement.

The common perceptions of the owners concerning performance evaluations were not clear, which led to a possible conclusion there may be a lack of knowledge of the impact on employee improvement. Employee recruitment and selection common stated perceptions were not supportive of the idea a probationary would allow time to determine if an employee is an appropriate fit to the culture of a business. Also, the Transforming Situation Owners also indicated employee recruitment and selection is not linked to retention. This group of owners may not support employee recruitment and selection, but their perceptions could be derived from previous experiences indicating found an alternative route to development of human capital.

Factor 2: Transforming Situation Transaction Owners. Transforming Situation Transaction Owners were identified by the common stated perceptions that training and development is needed in small businesses. The owners also revealed training and development reflect the culture of in a business and commitment to human capital development. Common perceptions of performance evaluations were adverse among the Transforming Situation Transaction Owners. Employee recruitment and selection perceptions from the owners were slightly supportive but not substantial. The owners have knowledge of training and development; however, knowledge demonstrated is limited about performance evaluations and employee recruitment and selection.

Factor 3: Transforming Transaction Owners. Transforming Transaction Owners common stated perceptions were not clearly defined regarding training and development. Indicated by the owners', development of employees converts to efficiency and increased business performance in a small business. Regarding performance evaluations, the owners provided responses indicating a need for an increase

in knowledge. Transforming Transaction Owners common stated perceptions supported and demonstrated knowledge of employee recruitment and selection. Employee recruitment and selection was needed to find the best employees and determine which candidates fit within the business culture.

Factor 4: Situation Owners. Situation Owners common stated perceptions were unsupportive to training and development, performance evaluations, and employee recruitment and selection. This group of owners showed some knowledge of training and development that resembled culture and commitment. Minimal knowledge also existed regarding performance evaluations that encompassed directing employees to accomplishments by the implementation of a mission, vision, and values.

Limitations of the Study

The current research gap exists in the exploration of views and perceptions of small business owners regarding human resource management practices. Exposing the views and perceptions of leadership and human resource practice factors from small business owners to develop human capital has contributed to closing part of the existing research gap. However, important limitations exist within the study.

As a limitation, the study included 18 small business owners in the described area within North Texas that agreed to partake in the study. The small business owners disqualified from selection criteria may have had opposing perspectives than the owners that provided results. However, it would have been more time consuming and costly to include the entire population. Additional research may be necessary in the same or other geographical regions.

Participant bias may be existent in their views and perceptions based on their leadership belief and knowledge of human resource management practices. Solidifying the participants were owners only reduced the lack of experience with human resource management practices. There may have been bias in the generalizations of the results, but the findings were still critical to understanding the small business owners' perspectives of human resource management practices for development of human capital.

The participants of the study were small business owners that provided valuable viewpoints. A limitation of the study was the study did not include managers, supervisors, and other leaders of the businesses. The perceptions of the business owners from large, medium, and micro-sized may vary from what was presented in this study, however, the ability to generalize the findings of small business owners would be limited.

Q methodology reduced the level of inconsistent or minimal knowledge of the topic so the participants could express their viewpoints (Amin, 2000). To limit the confusion to the participants, the researchers' knowledge of the methodology was necessary, which was achieved by proper planning and clarification in the statements (Simons, 2013). The researcher knowledge of the Q methodology allowed the participants to focus on the important part of the problem that was important to them (Simons, 2013). Limitations may have existed in the instructions participants were to follow. Time may be a limitation of the study because the study may have required more time than expected for participants (McKeown & Thomas, 1988). To assist with the instructions and time requirements, preceding the actual study, a pilot study was conducted to determine the validity of the concourse, reliability of the survey instrument, and understanding of the survey instructions and process.

A potential bias may be the selection of the statements from the literature review. This could be a limitation because the statement selection may mirror the researchers' interest (McKeown & Thomas, 1988). Variables in the study were the Q sorts from the participant's (Webler et al., 2009). The bias of the researcher was reduced by selecting original statements from the literature review (Webler et al., 2009). Bias may be a possible limitation of the study, but the results of the study contributed to an understanding of small business owners' perspectives about human resource management practices and development of human capital.

Restrictions of the study included the participation of small business owners only. Additional knowledge regarding the research topic and concepts may be achieved in other chambers of commerce small businesses. Consequently, the exploration of those views and perceptions from the small business owners from other chambers' of commerce could produce like or unlike views to what is provided in the study.

Significance of the Research to Leadership

Small business owners participating in this study confirmed views on human resource management practices through distinguishing statements indicating a need for small business owners to develop human capital for competitive advantages. The owners displayed belief in the situational leadership style toward development of human capital but predominantly exhibited transformational leadership style beliefs. The views among the participants are that leadership styles and human resource management practices are vital to development of human capital. A culture of knowledge is critical to the success of a business, which is derived from having an understanding of key competencies related to HR, so there is not a shortage of key skills with the current employees (Loshali &

Krishnan, 2013). With an understanding of HR competencies, development of human capital for competitive advantages will become a routine operation.

Maintaining a small business is a difficult task, however, it does require a sense of leadership and human resource management knowledge to develop human capital and retain a competitive advantage. Leadership is central to the achievement of goals and fulfilling employees' needs for business success (Popa & Vlasceanu, 2015). Employees are resources that receive training parallel to the goals and objectives proposed for achievement (Popa & Vlasceanu, 2015).

Human resource management practices can provide direction for a business containing the appropriate development of human capital (Bhalla & Giri, 2014) and leadership serve as the culture for business growth (Koryak et al., 2015). Because of this study, a potential business owner may have recognized practices to implement or change that reflect hiring, training, and retaining skilled human employees based on the culture of leadership. Small business owners may also consider capitalizing on leadership through educational means to increase the growth of employees' skills and abilities to become more competitive.

Recommendations to Small Business Owners

In the scope of this research, it was not intended to identify whether or not small business owners develop human capital or for the purpose of quantifying their abilities. The intention of the study focused on escalating mindfulness of the need to implement human resource management practices in small businesses for competitive advantages through the development of human capital. The topic of human resource management

practices has been called for researched in the past because the landscape of small businesses is linked to business performance (McEvoy & Buller, 2013).

Development of human capital is a process that may be possible with continual effort from the owners as part of their commitment to business performance. Employees are critical to a small business as their discretionary input and support contribute to the goals of a business (Collins & Smith, 2006). Commitment to establishing a human resource management system will drive better business performance through a shared relationship between the business owners and employees (Allen et al., 2013). Allen et al. (2013) found when the owners of a business support their employees they are eager to offer their talents and skills to use within a business to provide results that are progressive.

The prime recommendation for small business owners is to mature with knowledge of human resource management and the practices to provide growth that is meaningful to human capital and business competitiveness. Capabilities of a small business are determined by the quality of employees (Bergmann et al., 1990). A better future for a business is connected to carefully selected and trained employees (Bergmann et al., 1990). The recommendations indicate quality human capital is the key ingredient for a small business to succeed.

Recommendations

The current study used a Q methodology design to explore the views and perceptions of 18 small business owners by analyzing and interpreting the surveys of the participants. This current study provided new knowledge to the literature gap identified in human resource management research and human resource management practice

(DeNisi et al., 2014). The study explored the views and perceptions of small business owners about leadership styles and human resource management practices. The following sections included recommendations for future practice, theory, and research.

Recommendations for Future Research

The current study focused on small business owners located in Hurst, Euless, and Bedford, which is located in North Texas region. A recommendation for future research is to replicate the study in other geographical areas to identify differing perspectives. Participants' in the study held membership with the Hurst Euless Bedford Chamber of Commerce. Additional research with small business owners that have a membership with other chambers of commerce would enable further generalizations of the perceptions and expand the parameters of the study.

Gaining an understanding of small business owners' perceptions of specific human resource management practices was important to the development of human capital. Training and development, performance evaluations, and recruitment and selection were the existing subtopics within the human resource management practice topic studied. Conducting a study with other human resource management practices such as employee and labor relations, compensation and benefits, risk management, and career management (Hargis & Bradley, 2011; Bhalla & Giri, 2014) are viable subtopics to include in a future research of small business owners.

In this research, the participants were owners of small businesses. A recommendation for future research is to replicate the study with other significant positions within a small business. Participants with positions such as manager,

supervisor, and leaders can provide new knowledge from the data. The next section highlights recommendations for small business practice.

Practice

The views and perceptions of small business owners regarding leadership styles and human resource management practices for human capital development were the central focus of the study. Small business owner participants' provided their subjective thought. In a manner not studied in previous research the study explored leadership styles and human resource management practices. Important to the study was the impact certain leadership styles and human resource management practices had on the development of human capital. Because of the results included in the study, the following recommendations are provided:

1. Small business owners' goals should include developmental approaches to understanding leadership styles and human resource management practices.
2. Small business owners should focus on understanding human resource management knowledge as a commitment to their self-development.
3. Collaboration with other small business owners within the community should be encouraged to promote increased development of human capital.

The consideration in the study encompassed development of human capital in small businesses by focusing on specific leadership styles, human resource management practices, training and development, performance evaluations, and recruitment and selection. Suggested by Karami, Jones, and Kakabadse (2008) small business owners should develop their knowledge of human resource management practices as an approach to improve business performance.

Human resource management practices may include practical applications to increase business performance, productivity, and efficiency. The research may be used for local SBDC, SCORE, and SBA offices in their organization of workshops for the small business owners. Engaging in an environment with similar and dissimilar experiences can make available opportunities for business owners to learn and contribute to the challenges with developing human capital for competitive advantages. Additional recommendations will be offered in regards to theory and research. The next section highlights recommendations for theory.

Theory

Conclusions were evident from the results of the study. The results indicated small business owners' views pertaining to three leadership styles. From the results, the perspectives of the participants align with human resource management and human resource management practices for development of human capital.

The theoretical framework of leadership in the study relates human resource management knowledge and practice. Leadership effectiveness pertains to its application when used by individual's in the workplace to overcome challenges and change (Fiedler, 1981). According to Kayemuddin (2012) as owners of small businesses continue to encourage and motivate their employees they are more likely prepared to for completing business activities. Three leadership styles discussed offer additional discourse for business owners in their business operation: transformational, situational, and transactional.

Odumeru and Ogbonna (2013) stated that incorporating positive change and showing concern for the developmental needs of employees is the core of

transformational leadership that transpires to low turnover, increased productivity, and achievement of goals and objectives. Regarding transformational leadership, employees may be more engaged to the competitiveness of a small business and to the contributions of human resource management knowledge. Positive responses from the *Transforming Situation Owner group* indicated that transformational leadership skills existed but lacked knowledge of human resource management. The Transforming Situation Owner group ranked Statement 1 +4 regarding transformational leadership and Statement 10 negatively representing human resource management. The negative responses from the *Transforming Situation Transaction, Transforming Transaction, and Situation Owner groups* show knowledge of human resource management but not the practices and leadership skills. *Transforming Situation Transaction Owners* is the sole group that ranked 10 in support of human resource management practices for appropriate development of human capital. *Transforming Situation Transactions Owners* ranked Statement 10 as +3 which propose transformational leadership may be advantageous for developing human capital.

Situational leadership based on task behavior, relationship behavior, and readiness levels determine individuals' leadership effectiveness and adaptability to circumstances (Luo & Liu, 2014). In small businesses, situational leadership could bring a new level of interaction between the owners, employees, and consumers. *Transforming Situation, Transforming Transaction, and Situation Owner groups* identified positively with situational leadership, which is reflected in Statement 3. The identified owner groups with similar levels of agreeance determined the situational leadership concept beneficial.

Transactional leadership was also included in the factor matrix of the study. Odumeru and Ogbonna, 2013 stated transactional leadership focuses on expected results that are gained through rewards and punishments. Transactional leader's primary objective is the task as opposed to progressive thinking (Odumeru & Ogbonna, 2013). Described by Kayemuddin (2012) leadership is directed toward personal achievements through motivation of subordinates completing tasks. The owner groups did not identify in the study the significance of transactional leadership. Despite the responses to the leadership model, further emphasis on the transactional leadership is necessary. With transactional leadership clarity of the expectations is critical between the leader and follower for shared outcomes (Afshari & Gibson, 2016). Transactional leadership in small businesses could be invaluable to the owner's interaction with the employees to achieve competitive advantages in their business community. Transactional leadership is a used in small businesses but was not identified as a feasible leadership approach by the sample in this study. According to Statement 6 ranked 0, -3, -3, and -1 by the *Transforming Situation*, *Transforming Situation Transaction*, *Transforming Transaction*, and *Situation Owner* groups respectively, transactional leadership was not helpful. The next section highlights recommendations for research.

Research

The purpose of this research was to explore the views and perceptions of small business owners and how those human resource management perceptions provided competence and leadership consciousness. Factor 1, *Transforming Situation Owners* and Factor 3, *Transforming Transaction Owners* accounted for 18% and 17% of the variance respectively. The perception from the owners is that transformational and situational

leadership are both a positive factor in developing human capital in a small business. Strong support from the participants in this study may motivate owners to review transformational and situational leadership to incorporate both leadership styles in their core values and practices for optimal performance of their small business operations.

Owners also believed training and development contributes to appropriate develop of human capital, efficiency, and increased business performance. *Transforming Transaction Owners* strongly believed employee recruitment and selection contributes to finding more suited employees for an organization. Experience or history of receiving formalized training and understanding of recruitment and selection practices could have formed the perspective of the owners. Most of the participants were over the age of 40 and had more than 20 years of business operation experience. Age and years of business operation experience as a consequence of learning from mistakes and successes in running a small business could be the reason owners' perceive training and development and employee recruitment and selection as valuable.

Other explanations of the study could be attributed to the education level and ethnicity of the participants. Majority of the participants had a bachelor's degree or beyond and were Caucasian. For future research is recommended for researchers to focus on transformational and situational leadership, participants without college education, and other ethnicities of the population. Additional research regarding the suggested components of the population could represent other gaps in the literature to extend knowledge.

The concepts of the study were described by the leadership styles and human resource management practices. Human resource management practice concepts can be

more of a problem for the population of small business owners that put more weight on competition and profit than on human capital development. Owners that participated in the study confirmed views on human resource management practices through distinguishing statements signifying a necessity for the owners to develop more knowledge of human resource management for the development needs of human capital in a small business. Human resource management leadership is critical to preserving continuity of the human capital assets in a business.

Identified in the disagreements of the participants there is a need for a relationship between business owners and human capital that reflects business efforts derived from the professional interests of the employees. Professional interests of the owner can be transferrable from the owner to employees; the current study has contributed a new outlook from small business owner aspects that influence business efforts tied to professional interests. By conducting this study, insight was gained regarding the amount of knowledge business owners possess about human resource management practices. Additional research is necessary for better understanding leadership styles owners use to decisively develop human capital, which affects their human resource management practices and achievement of goals.

A key limitation is lack of generalizability in a study and is less common in Q methodology research (Thomas & Baas, 1992-1993). The results may not be generalizable because of the location and demographic of the participants selected for the study. To make the results more generalizable it is recommended to perform future research. A suggestion for future research is for other researchers to replicate the study in a Q sort or qualitative manner to ensure generalizability. Generalizability in Q

methodology stems from validity and theoretic inferences of the subjective perspective types (Thomas & Baas, 1992-1993; Valenta & Wigger, 1997). An additional recommendation to address lack of generalizability is to consider quantitative research to utilize deductive reasoning. Quantitative research is based on a generalizability of a theory through numerically measured data to contribute (Ingham-Broomfield, 2015). Generalizability of the population is possible using deductive reasoning in quantitative research (Borrego et al., 2009). In deductive reasoning evidence is gathered to determine if the earlier established theories are consistent with reality (Atkinson, 2012). The generalizability in quantitative research stems from causal relationship, which is a primary concern in data collection (Atkinson, 2012).

The sample selection could have created bias in the research through purposive sampling. Purposive sampling participants are purposely selected based on their fit to the selection criteria of the study (Daniel, 2012). Since judgement sampling, a subtype of purposive sampling, was used bias could have existed in the research from the researchers' personal views (Daniel, 2012). In future research consideration for random sampling, a probability sampling technique, is recommended for the sample selection. Within probability sampling, random sampling is available, which every individual from the population has an equal chance to be included in the sample (Morgan, 2012). Random sampling is beneficial as the bias is removed when selecting the sample because of meticulous and independent participant selection procedures (Henry, 2011).

Summary

Chapter 5 included a summary of the study that reflected the small business owners' views and perspectives of human resource management practices. The data

provided by the participants offered subjective viewpoints of how small business owners perceive leadership and human resource management. After the limitations of the study was the significance of the research to leadership. The recommendations to small business owners and directions for future research from the study may be used by small business owners in gaining human resource management knowledge or contributions towards development of human capital.

Conclusion

The results of the study exemplified prominent perceptions of transformational and situational leadership from the small business owners. Transactional leadership was not well perceived in comparison to transformational and situation leadership. Small business owner experience with transactional leadership was not clearly identified. The study results did indicate small business owners' mixed perceptions of the value of human resource management practices. The mixed perceptions encompassed how human resource management practices that contribute to developing human capital offered slight clearness to small business competitive advantage matters.

This study using Q methodology was based on a broad approach capturing the opinions from participants about a topic (P. Massingham et al., 2012). In the current the study, the four factors provided a subjective structure and explanations of understanding how small business owners perceive the unmatched topics, leadership styles, and human resource management practices. Q methodology was critical to divulging small business owners' perceptions and the shared perspectives from the small business community. From small business owners, the subjective perceptions shared in this research was centrally focused on leadership views and human resource management practices.

Unavailable in the research was literature that combined leadership styles and human resource management practices. The meaning of the factors was unveiled using Q methodology within grouped viewpoints from the small business owners. Human subjectivity included in this study proved Q methodology is an accurate means to find groupings of shared meanings.

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Appendix A

Participation Request Letter

Dear Small Business Owners,

I am a student working on a Doctorate of Business Administration at the University of Phoenix. I am conducting a research study that may help a potential business owner may recognize practices that change implementation strategies for human resource management. The purpose of the research is to explore views and perceptions of small business owners pertaining to leadership styles and human resource management practices within the context of development of human capital.

More specifically, I identified your small business from the Hurst Eules Bedford Chamber of Commerce online database as eligible for participation in this study based on your membership with the Hurst Eules Bedford Chamber of Commerce. For the purpose of the research study, people from the Hurst, Eules, and Bedford cities, who are members of the Hurst Eules Bedford Chamber of Commerce that are small business owners, will take part in this study. Your participation in the study is voluntary, if you to agree to participate in this research study. You have been selected to participate in this research program, because I believe that you meet the qualifications necessary for inclusion in this study.

As a small business owner, your participation will involve completing a survey that will explore your subjective opinions about human resource management practices for development of human capital.

The survey should not take more than an hour of your time. Once you have signed the consent form and returned the form in the stamped, self-addressed envelope, you will receive instructions outlining the next steps in the research process. There are no foreseeable risks to you in undertaking this study.

The intent of the study is to make small business owners more aware of the need to employ human resource management practices. Implementing sound human resource management practices may support growth, profit, and number of employees in a small business. An executive summary will be provided as gratitude for participation in the study, at the conclusion of the study.

Confidentiality Statement Your participation in this study is voluntary. If you choose not to participate or to withdraw from the study at any time, you can do so without penalty or loss of benefit to yourself.

The results of the research study may be published, but your identity will remain confidential and your name will not be made known to any outside party.

If you have any questions concerning the research study, please contact me at (###) ###-#### or xxxxx@email.phoenix.edu .

Sincerely,

Reuben Brown Doctoral Student University of Phoenix

Appendix B

Concourse Statements

Leadership

1. Leadership is the actions by leaders that involves the influence of followers to achieve goals individually (Kayemuddin, 2012)
2. The foundation of leadership involves motivation and influence
3. When someone influences a person through motivation to achieve goals beyond their expectation they are reflected as transformational leaders (Judge & Piccolo, 2004)
4. My leadership perspective consists of situational awareness and readiness
5. My leadership style incorporates results and contingent rewards
6. My leadership style incorporates motivation, inspiration, growth, charisma, and intellectual stimulation
7. I practice transformational leadership
8. I practice situational leadership
9. I practice transactional leadership
10. In leadership, leaders leverage rewards to achieve expected results from followers (Howell & Avolio, 1993)
11. Leadership in a small business is a reflection of the importance of human capital in relation to business success (Holloway, 2013)
12. Leaders should perform in such a way that is an example for the collective majority (Salvatico, 2006)

13. The core principal of leadership is to assess the proper leadership style applicable to a situation with a specific level of readiness (Lynch et al., 2011)
14. Success is not possible in small business without leadership to adjust to change in accordance with the evolution of the market (Kayemuddin, 2012)
15. Leadership benefits growth of the employees to expand their capabilities (Koryak et al., 2015)
16. Business owners success is a reflection of employees' effectiveness and satisfaction from the work of the leaders (Valdiserri & Wilson, 2010)

Human Resource Management

Human Resource Management Practices

1. Human resource management knowledge is needed in small business for appropriate development of human capital
2. My small business does not need to use human resource management practices because we do not have enough employees to justify it
3. I do not believe we should use human resource management practices in our small business
4. Human resource management practices are not as important in a small business
5. Human resource management practices are a component of competitiveness in a small business
6. Human resource management practices support employee's success in the workplace

7. Human resource management practices include staffing, compensation, employee relations, training and development, performance evaluation, and employee recruitment and selection (DeNisi et al., 2014).
8. The culture of an organization stems from human resource management practices (Hussain & Rehman, 2013).
9. Business efforts follow the professional interests of employees as a reflection of the relationship between the business owners and human capital
10. Human resource management practices have a part in competition between businesses (Shammot, 2014)
11. Competitive advantage is achievable with human resource management practices through the effort of human capital (Barney & Wright, 1997)
12. Human resource management practices are the foundation to obtaining competitive advantages (Lado & Wilson, 1994)
13. As changes in the market occur human resource management practices are supportive in a small business (Kotey & Slade, 2005)
14. Human capital is supportive to businesses achieving competitive advantages in other markets (Bal & Kunday, 2014).
15. Development of human capital in small businesses provides opportunities to cultivate competitive advantages (Wright & McMahan, 2011)
16. The compilation of knowledge, capabilities, and understandings contribute to an organizations' success but is dependent on the willingness of an individual to share (Baron, 2011)

Training and Development

1. Training and development knowledge is needed in small businesses for appropriate development of human capital
2. In my small business I use training and development to develop human capital
3. I understand the meaning of training and development
4. My small business does not need to use training and development because we do not have sufficient employees to justify it
5. I do not believe in using training and development in my small business.
6. Human resource management practices are not important in small businesses
7. The training employees receive influences the survival of small businesses (Panagiotakopoulos, 2013)
8. Failure to include training and development is a factor that contributes to high employee turnover in a business (Hussain & Rehman, 2013)
9. Availability of training opportunities is beneficial to employee engagement in a small business as it promotes motivation and development of employees (Guinn, 2013).
10. Training and developing employees is a priority in small businesses (Keogh, Mulvie, & Cooper, 2005)
11. Growth of a small business originates from employee training (Fadahunsi, 2012).
12. It is necessary that employee training be similar to the growth trends of a business (Fadahunsi, 2012).
13. Small business owners can display their support for training and development through presenting expertise and skillful employees as an aspect of competitive advantage in comparison to their competition (Chinomona, 2013)

14. Employee training and development has a robust effect on a business
(Chinomona, 2013)
15. Training and development reflects the culture of a business and commitment of human capital development (Chinomona, 2013)
16. As development of human capital increases so does small business profitability
17. Training and development influences the individual level, leader-follower level, team level, organization level, and the community level (Clarke, 2012)
18. Inadequate training provided by small business owners hinders employee satisfaction, which leads to decreases in job performance (Pajo et al., 2010)
19. Termination of an employee is a forfeit of critical skill and experience to a small business which leads to declining efforts and productivity among the existing employees (Pajo et al., 2010)
20. 20% of growth in a small business stems from training and education
(Kayemuddin, 2012)
21. Training and development of employees converts to efficiency and increased business performance in a small business (Duke & Udono, 2012)
22. Urgency is placed on small business owners to conduct training and development to regain employee motivation (Panagiotakaopoulos, 2013)
23. Employees can gain motivation and growth without training and development
24. Providing training opportunities is crucial to the process of employee motivation and development in a business to increase employee engagement (Guinn, 2013).

Performance Evaluation

1. Small business performance evaluations are required to maintain human capital growth.
2. Performance evaluation is a fundamental method to increase performance in a business (Rynes et al., 2005)
3. Feedback for the purpose of growth during a performance evaluation supports employee motivation and capabilities (Rynes et al., 2005)
4. The important focus of a business is attributed to the performance evaluation regarding the connection to goals and strategy (Wyner, 2014)
5. I understand the meaning of a performance evaluation
6. I believe that human resource management practices are needed to foster job performance of employees
7. Performance evaluations are not necessary in small businesses
8. Conducting performance evaluations are critical to the success in developing human capital in a small business.
9. My small business does not need performance evaluations
10. Performance evaluations can assist owners in developing human capital
11. Conducting performance evaluation will only deter employees to perform at the best of their ability
12. Performance evaluations are a genuine tool that can be used in small businesses by the owners
13. Small business owners need information about performance just as much as employees

14. Performance evaluation is a tool for the purpose of increasing an employees' value in the workplace (Neves et al., 2013)
15. Work output, inspiration, and top performance from employees can improve with the use of performance evaluation (Neves et al., 2013)
16. The basic understanding of how well a small business is doing is grounded in the performance of the employees
17. The purposes of performance evaluations are to capture and describe the direction for employee through achievements, goals, and implementation of the mission, vision, values, and objectives of a company (Holtbrugge & Mohr, 2011)
18. Performance evaluations should occur annually with goals and initiatives for growth (Neves et al., 2013)
19. A finding according to Rani (2013) is that the direction of the employee should include individual and organizational development
20. The modern view of performance evaluation is development of an employee is judged by satisfaction, improvement, and effectiveness (Hojabri et al., 2013)
21. Areas of growth an employee needs are disclosed during a performance evaluation (Armstrong & Taylor, 2014)
22. Performance evaluations can be used to punish employees for lack of performance (Armstrong & Taylor, 2014)
23. To support development of human capital, performance evaluations must be assessed individually, rather than on the collective group (O'Boyle, 2013)

24. To appropriately align a business's mission, vision, and purpose use of performance evaluations can vary depending upon their influence (Armstrong & Taylor, 2014; Drogomyretska, 2014)

Employee Recruitment and Selection

1. Small businesses do not need employee recruitment and selection processes
2. Employee recruitment and selection is not necessary in a small business
3. The purpose of employee recruitment and selection is to establish a system for finding and retaining suitable employees
4. Inadequate recruitment and selection steps hinder a business from hiring the individuals better suited for a position
5. Employee recruitment and selection processes can be used as tool of information to find and retain the best employees
6. Owners can use recruitment and selection skills to reduce the amount of employee turnover
7. The recruitment and selection process involves identification, attraction, and selection of individuals suitable for hire (Amin et al., 2014)
8. A major concern for businesses is the inclusion of employee recruitment and selection practices (Manafi & Subramaniam, 2015)
9. When a new individual is selected for employment a probationary period will allow time to determine if they are appropriate fit for the culture of a business (Khan et al., 2013)
10. Low job satisfaction causes high turnover rates in a small business (Chen & Cheng, 2012)

11. The global challenge in recruiting and selecting the finest people for a business is retention (Rehman, 2012).
12. Recruitment and selection is the foundation of talent acquisition and organizational performance (Rehman, 2012)
13. Focusing employee recruitment and selection efforts on individuals with efficiency and effectiveness in a target area supports retention (Shamot, 2014)
14. I do not include employee recruitment and selection methods in my business
15. Methods of recruitment and selection are newspaper classifieds, advertisements, network bulletins, posters, human resources, personal contacts, teachers, and staff members (Chen & Cheng, 2012)
16. Employee recruitment and selection has influence on competitive advantage and performance (Amin et al., 2014)
17. High job satisfaction causes the employee turnover rate to decline in my business
18. Requiring more specialized job skills allows me to better identify potential candidates for employment (Tanveer et al., 2011)
19. Attracting the people during recruitment and selection phase is important to my business
20. In the recruitment and selection process it is important to choose a candidate with knowledge and skills similar to the core values of a business

Appendix C

Q Sample Statements

Listed below are 36 statements that describe leadership and human resource management practices relevant to small businesses. Please, carefully read every item to get a sense of the total list. In your view, consider which item you would select as “strongly agree,” “agree,” “disagree,” or “strongly disagree” in small business leadership category and human resource management practice category”.

In Column 1, please use the following number sequence to make your selection:

- 1=strongly agree
- 2=agree
- 3=disagree
- 4=strongly disagree

In Column 2, you should proceed to rank each statement in order from 1 to 36 based on your level of agreement from most to least (“1” as most important to “36” as least important). The categories reflect leadership and human resource management practices in small businesses. Your rank numbers have to be from 1 to 36. Please, make sure that you do not repeat number ranks. There is no right or wrong answers. If you have difficulty in ranking some items, please force yourself to make a choice. Thank you for participating in this study.

#1 #2

Leadership Statements

___ ___ 1. Leadership is the actions by leaders that involves the influence of followers to achieve goals individually

___ ___ 2. Leadership benefits growth of the employees to expand their capabilities

___ ___ 3. The core principal of leadership is to assess the proper leadership style applicable to a situation with a specific level of readiness

___ ___ 4. Leadership in a small business is a reflection of the importance of human capital in relation to business success

___ ___ 5. Leaders should perform in such a way that is an example for the collective majority

___ ___ 6. In leadership, leaders leverage rewards to achieve expected results from followers

Human Resource Management Statements

Human Resource Management Practices

___ ___ 7. The culture of an organization stems from human resource management practices

___ ___ 8. Business efforts follow the professional interests of employees as a reflection of the relationship between the business owners and human capital

___ ___ 9. Development of human capital in small businesses provide opportunities to cultivate competitive advantages

___ ___ 10. Human resource management knowledge is needed in small businesses for appropriate development of human capital

___ ___ 11. Human resource management practices are a component of competitiveness in a small business

___ ___ 12. Human capital is supportive of businesses achieving competitive advantages in other markets

___ ___ 13. Human resource management practices are the foundation to obtaining competitive advantages

Training and Development

___ ___ 14. Training and development knowledge is needed in small businesses for appropriate development of human capital

___ ___ 15. Inadequate training provided by small business owners hinders employee satisfaction, which leads to decreases in job performance

___ ___ 16. Small business owners can display their support for training and development through presenting expertise and skillful employees as an aspect of competitive advantage in comparison to their competition

___ ___ 17. Training and development of employees converts to efficiency and increased business performance in a small business

___ ___ 18. Training and development reflects the culture of a business and commitment to human capital development

_____ 19. Human resource management knowledge is needed in small businesses for appropriate development of human capital

_____ 20. Providing training opportunities is crucial to the process of employee motivation and development in a business to increase employee engagement

Performance Evaluation

_____ 21. Performance evaluation is a fundamental method to increase performance in a business

_____ 22. Feedback for the purpose of growth during a performance evaluation supports employee motivation and capabilities

_____ 23. Employee output, inspiration, and performance can improve through the use of performance evaluations

_____ 24. Performance evaluation is a tool for the purpose of increasing an employee's value in the workplace

_____ 25. To support development of human capital, performance evaluations must be assessed individually, rather than on the collective group

_____ 26. Performance evaluations can be used to punish employees for lack of performance

_____ 27. The purpose of performance evaluations are to capture and describe the direction for employees through achievements and implementation of the mission, vision, and values

_____ 28. Areas of growth an employee needs are disclosed during a performance evaluation

Employee Recruitment & Selection

_____ 29. The purpose of employee recruitment and selection is to establish a system for finding and retaining suitable employees

_____ 30. The recruitment and selection process involves identification, attraction, and selection of individuals suitable for employment

_____ 31. When a new individual is selected for employment a probationary period will allow time to determine if they are an appropriate fit for the culture of a business

_____ 32. Recruitment and selection is the foundation of talent acquisition and

organizational performance

____ ____ 33. Employee recruitment and selection has influence on competitive advantage and performance

____ ____ 34. Focusing employee recruitment and selection efforts on individuals with efficiency and effectiveness in a target area supports retention

____ ____ 35. The global challenge in recruiting and selecting the finest people for a business is retention

____ ____ 36. In the recruitment and selection process it is important to choose a candidate with knowledge and skills similar to the core values of a business

Appendix D

Small Businesses

The Hurst-Euless-Bedford Chamber of Commerce (HEBCC) has an online database that is available to the public. Members of the HEBCC can be viewed according to their name, address, and contact information. Approximately 600 businesses have membership with the HEBCC varying in location with respect to the cities of Hurst, Euless, and Bedford. Each of the businesses can be searched and viewed according to a business category or a keyword search if needed.

Appendix E

Demographic Information

_____ Participant number

_____ Date

1. What is your gender?

_____ Male

_____ Female

2. What is your age rank?

_____ 18-25

_____ 25-32

_____ 33-40

_____ 41-48

_____ 49-56

_____ 57-64

_____ 65+

3. What is your ethnicity?

_____ Caucasian (non-Hispanic)

_____ Hispanic

_____ African-American

_____ Asian

_____ Other (please identify)

4. What is your relationship status?

_____ Single

_____ Married

_____ Separated

_____ Divorce

_____ Widowed

_____ Unmarried partner

5. What is your highest level of education?

_____ High School Diploma

_____ Bachelor's degree

_____ Master's degree

_____ Doctorate

6. Are you a small business owner?

_____ Yes

_____ No

7. Number of years of business operation?

- 1-5
 6-10
 11-15
 16-20
 21+

8. Does the business hold membership with Hurst-Euless-Bedford Chamber of Commerce?

- Yes
 No

9. In which city is the business located?

- Hurst
 Euless
 Bedford

Appendix F

Correlation Matrix Between Sorts (Sorts 1-9)

#	Participant	Sorts								
		1	2	3	4	5	6	7	8	9
1	SBO_H2	100	13	38	21	16	8	21	14	19
2	SBO_H4	13	100	14	51	44	57	30	14	9
3	SBO_H6	38	14	100	-4	3	0	2	21	39
4	SBO_H7	21	51	-4	100	40	37	24	-21	14
5	SBO_H11	16	44	3	40	100	19	62	28	-17
6	SBO_H14	8	57	0	37	19	100	25	8	32
7	SBO_B2	21	30	2	24	62	25	100	14	-28
8	SBO_B3	14	14	21	-21	28	8	14	100	12
9	SBO_B4	19	9	39	14	-17	32	-28	12	100
10	SBO_B5	51	17	43	-5	22	16	44	27	-3
11	SBO_B10	17	46	38	31	34	24	30	29	14
12	SBO_B13	27	39	22	23	10	49	6	18	52
13	SBO_E1	40	24	18	27	16	-1	3	-16	15
14	SBO_E2	47	9	59	-2	-12	-18	-3	3	9
15	SBO_E4	11	34	-2	23	26	29	36	50	13
16	SBO_E5	36	32	4	16	29	24	22	47	12
17	SBO_E6	44	43	-4	54	42	35	39	-14	-4
18	SBO_E7	10	39	-8	8	19	12	35	24	-3

Correlation Matrix Between Sorts (Sorts 10-18)

#	Participant	Sorts								
		10	11	12	13	14	15	16	17	18
1	SBO_H2	51	17	27	40	47	11	36	44	10
2	SBO_H4	17	46	39	24	9	34	32	43	39
3	SBO_H6	43	38	22	18	59	-2	4	-4	-8
4	SBO_H7	-5	31	23	27	-2	23	16	54	8
5	SBO_H11	22	34	10	16	-12	26	29	42	19
6	SBO_H14	16	24	49	-1	-18	29	24	35	12
7	SBO_B2	44	30	6	3	-3	36	22	39	35
8	SBO_B3	27	29	18	-16	3	50	47	-14	24
9	SBO_B4	-3	14	52	15	9	13	12	-4	-3
10	SBO_B5	100	21	31	23	34	11	18	28	32
11	SBO_B10	21	100	37	28	5	29	19	24	8
12	SBO_B13	31	37	100	30	2	43	6	26	34
13	SBO_E1	23	28	30	100	9	3	17	43	9
14	SBO_E2	34	5	2	9	100	-12	3	9	13
15	SBO_E4	11	29	43	3	-12	100	25	20	62
16	SBO_E5	18	19	6	17	3	25	100	49	21
17	SBO_E6	28	24	26	43	9	20	49	100	23
18	SBO_E7	32	8	34	9	13	62	21	23	100

Appendix G
Unrotated Factor Matrix

Sorts	Factors							
	1	2	3	4	5	6	7	8
1 SBO_H2	0.5365	0.5122	-0.0270	-0.3247	-0.1677	0.2447	-0.0677	-0.1050
2 SBO_H4	0.7185	-0.2049	-0.1807	0.0958	0.1136	-0.1486	-0.1263	0.3327
3 SBO_H6	0.3120	0.7744	0.0728	0.0473	0.3434	-0.1817	-0.0279	0.1000
4 SBO_H7	0.5278	-0.2791	-0.5518	-0.1325	0.0885	-0.0444	-0.0215	0.2833
5 SBO_H11	0.5844	-0.3774	0.1503	-0.2984	0.3631	-0.0380	0.1015	-0.0499
6 SBO_H14	0.5465	-0.2427	-0.2974	0.3714	0.0612	-0.0507	-0.5205	-0.1974
7 SBO_B2	0.5622	-0.3297	0.3394	-0.3691	0.1048	-0.2748	-0.1303	-0.1921
8 SBO_B3	0.3578	0.0753	0.6845	0.3806	0.2384	0.3236	0.0784	0.0089
9 SBO_B4	0.2302	0.4252	-0.3560	0.6271	-0.0031	0.1741	-0.0570	-0.0575
10 SBO_B5	0.5279	0.3923	0.3476	-0.2584	-0.1233	-0.2145	-0.1690	-0.4035
11 SBO_B10	0.5939	0.0770	-0.0404	0.1203	0.5161	-0.1721	0.3444	0.0377
12 SBO_B13	0.5996	0.1719	-0.2193	0.5019	-0.2210	0.2013	0.0861	-0.2582
13 SBO_E1	0.4174	0.2402	-0.4070	-0.2658	-0.1738	0.0951	0.5737	-0.1631
14 SBO_E2	0.1730	0.7146	0.1107	-0.2743	-0.1074	-0.1377	-0.2024	0.4721
15 SBO_E4	0.5713	-0.2792	0.3298	0.4096	-0.2483	-0.0304	0.2135	0.1431
16 SBO_E5	0.5336	-0.0580	0.1717	-0.0636	0.315	0.7508	-0.1072	0.0764
17 SBO_E6	0.6662	-0.1672	-0.3188	-0.4173	-0.1950	0.2182	-0.0794	-0.0282
18 SBO_E7	0.4989	-0.1726	0.3788	0.1187	-0.5960	-0.2086	0.0948	0.2401
Eigen-values	4.8162	2.3752	1.8965	1.8749	1.1983	1.1314	0.9264	0.8589
% Expl. Var.	27	13	11	10	7	6	5	5

Appendix H

Rank Statement Totals within Each Factor

No.	Statement	Factor							
		1	2	3	4	5	6	7	8
1	Leadership is the actions by leaders that involves...	1.97	2	-1.50	32	-0.09	22	-1.59	35
2	Leadership benefits growth of the employees to expand	0.98	7	1.18	4	1.11	4	0.72	11
3	The core principal of leadership is to assess the prop	0.85	8	-0.19	23	0.22	14	1.35	4
4	Leadership in a small business is a reflection of the	0.65	9	1.78	1	-1.02	29	0.87	9
5	Leaders should perform in such a way that is an exampl...	2.22	1	0.81	8	1.02	6	-1.16	32
6	In leadership, leaders leverage rewards to achieve exp	-0.04	17	-1.63	34	-1.23	33	-0.38	24
7	The culture of an organization stems from human resour...	-0.75	28	0.27	16	-0.80	28	-0.87	31
8	Business efforts follow the professional interests of...	-0.78	29	-0.39	25	-1.16	32	-1.59	35
9	Development of human capital in small businesses provi...	1.02	6	0.61	13	-0.04	19	1.78	2
10	Development of human capital in small businesses provi...	-0.50	25	1.17	5	-1.85	35	-0.87	31
11	Human resource management practices are a component of...	-0.24	20	0.13	18	-1.08	31	1.02	5
12	Human capital is supportive of businesses achieving co...	-0.08	18	0.30	15	-0.43	27	-0.87	31
13	Human resource management practices are the foundation...	-1.22	33	0.18	17	-2.07	36	-0.38	24

14	Training and development knowledge is needed in	1.68	3	0.91	7	0.36	13	-0.38	24
15	Inadequate training provided by small business owners	0.43	12	-0.08	21	0.00	18	-0.19	20
16	Small business owners can display their support for tr...	0.37	14	-0.46	27	-0.32	25	0.00	19
17	Training and development of employees converts to effi...	1.09	12	1.24	2	1.32	3	2.12	1
18	Training and development reflects the culture of a bus...	0.42	13	1.10	6	0.01	17	1.59	3
19	Human resource management knowledge is needed in small...	-0.80	30	1.21	3	-1.06	30	-0.77	28
20	Providing training opportunities is crucial to the pro...	1.23	4	-0.64	29	-0.31	24	-0.63	26
21	Performance evaluation is a fundamental method to incr...	0.59	11	-1.89	35	0.08	16	-0.34	21
22	Feedback for the purpose of growth during a performanc...	0.25	15	-1.14	31	-0.08	21	0.24	15
23	Employee output, inspiration, and performance can impr...	-0.42	23	-0.47	28	-0.42	26	0.53	13
24	Performance evaluation is a tool for the purpose of in...	-0.72	27	-1.59	33	-0.07	20	0.87	9
25	To support development of human capital, performance e...	-0.42	22	-0.45	26	0.68	11	0.87	9
26	Performance evaluations can be used to punish employee	-2.38	36	-2.41	36	-1.56	34	-1.44	33
27	The purpose of performance	-0.45	24	-0.21	24	1.07	5	0.91	6

	evaluations are to capture								
28	Areas of growth an employee needs are disclosed during...	0.59	10	-1.11	30	0.44	12	-0.53	25
29	The purpose of employee recruitment and selection is t...	-0.41	21	0.07	19	2.13	1	0.00	19
30	The recruitment and selection process involves identif...	-0.90	32	0.45	14	0.93	7	0.68	12
31	When a new individual is selected for employment a pro...	-1.44	35	0.69	10	2.06	2	-1.93	36
32	Recruitment and selection is the foundation of talent...	-0.17	19	0.65	12	0.74	9	0.04	16
33	Employee recruitment and selection has influence on co...	-0.81	31	0.07	20	0.70	10	0.34	14
34	Focusing employee recruitment and selection efforts on...	-1.29	34	-0.13	22	0.14	15	0.00	19
35	The global challenge in recruiting and selecting the f...	-0.69	26	0.68	11	-0.25	23	0.72	11
36	In the recruitment and selection process it is importa...	0.16	16	0.78	9	0.81	8	-0.72	27

Appendix I

Descending Array of Differences Between Factors 1 and 2

No.	Statement	Type 1	Type 2	Diff.
1	Leadership is the actions by leaders that involve the influ...	1.969	-1.498	3.467
21	Performance evaluation is a fundamental method to increase...	0.590	-1.890	2.480
20	Providing training opportunities is crucial to the process...	1.230	-0.638	1.868
28	Areas of growth an employee needs are disclosed during...	0.595	-1.108	1.702
6	In leadership, leaders leverage rewards to achieve expected.	-0.040	-1.632	1.591
5	Leaders should perform in such a way that is an example for...	2.219	0.810	1.409
22	Feedback for the purpose of growth during a performance eval...	0.246	-1.136	1.382
3	The core principal of leadership is to assess the proper	0.850	-0.191	1.042
24	Performance evaluation is a tool for the purpose of..	-0.718	-1.590	0.872
16	Small business owners can display their support for training...	0.374	-0.462	0.836
14	Training and development knowledge is needed in small business...	1.680	0.907	0.773
15	Inadequate training provided in small business owners hinder...	0.432	-0.083	0.515
9	Development of human capital in small businesses provide...	1.024	0.608	0.416
23	Employee output, inspiration, and performance can improve...	-0.423	-0.470	0.014
26	Performance evaluations can be used to punish employees...	-2.380	-2.410	0.029
25	To support development of human capital, performance...	-0.422	-0.446	0.023
17	Training and development of employees converts to efficiency...	1.085	1.242	-0.157
2	Leadership benefits growth of the employees to expand their....	0.980	1.175	-0.195
27	The purpose of performance evaluations are to capture and..	-0.466	-0.207	-0.239
11	Human resource management practices are a component of...	-0.238	0.130	-0.367
12	Human capital is supportive of businesses achieving...	-0.076	0.300	-0.376
8	Business efforts follow the professional...	-0.782	-0.385	-0.397
29	The purpose of employee recruitment and selection is to...	-0.415	0.071	-0.485
36	In the recruitment and selection process it is important...	0.165	0.782	-0.617
18	Training and development reflects the culture of a	0.421	1.099	-0.678

	business.....			
32	Recruitment and selection has influence on competition....	-0.174	0.650	-0.824
33	Employee recruitment and selection has influence on competition...	-0.813	0.065	-0.878
7	The culture of an organization stems from human resource....	-0.754	0.269	-1.023
4	Leadership in a small business is a reflection of the....	0.649	1.778	-1.129
34	Focusing employee recruitment and selection efforts...	-1.293	-0.127	-1.167
30	The recruitment and selection process involves identification...	-0.901	0.451	-1.352
35	The global challenge in recruiting and selecting the finest....	-0.688	0.684	-1.372
13	Human resource management practices are the foundation....	-1.216	0.178	-1.393
10	Human resource management knowledge is needed in small business...	-0.495	1.169	-1.665
19	Human resource management knowledge is needed in....	-0.796	1.212	-2.008
31	When a new individual is selected for employment a probation.....	-1.441	0.690	-2.131

Appendix J

Descending Array of Differences Between Factors 1 and 3

No.	Statement	Type 1	Type 3	Diff.
1	Leadership is the actions by leaders that involves....	1.969	-0.090	2.060
4	Leadership in a small business is a reflection of the...	0.649	-1.021	1.670
20	Providing training opportunities is crucial to the process..	1.230	-0.306	1.536
10	Human resource management knowledge is needed in small....	-0.495	-1.849	1.353
14	Training and development knowledge is needed in small busin....	1.680	0.362	1.318
5	Leaders should perform in such a way that is an example...	2.219	1.019	1.200
6	In leadership, leaders leverage rewards to achieve expected....	-0.040	-1.229	1.189
9	Development of human capital in small businesses...	1.024	-0.041	1.065
13	Human resource management practices are the foundation....	-1.216	-2.074	0.859
11	Human resource management practices are a component of....	-0.238	-1.084	8.846
16	Small business owners can display their support for training...	0.374	-0.316	0.690
3	The core principal of leadership is to assess the proper...	0.850	0.222	0.628
21	Performance evaluation is a fundamental method to increase....	0.590	0.077	0.513
15	Inadequate training provided by small business owners....	0.432	0.001	0.431
18	Training and development reflects the culture of a business.....	0.421	0.007	0.414
8	Business efforts follow the professional interests of....	-0.782	-1.158	0.376
12	Human capital is supportive of businesses achieving...	-0.076	-0.432	0.356
22	Feedback for the purpose of growth during a performance...	0.246	-0.077	0.324
19	Human resource management knowledge is needed in small business...	-0.796	-1.056	0.260
28	Areas of growth an employee needs are disclosed during a....	0.595	0.435	0.159
7	The culture of an organization stems from human resource.....	-0.754	-0.805	0.051
23	Employee output, inspiration, and performance can improve...	-0.423	-0.418	-0.004
2	Leadership benefits growth of the employees to expand their....	0.980	1.108	-0.127
17	Training and development of employees converts to efficiency....	1.085	1.317	-0.232
35	The global challenge in recruiting and selecting the	-0.688	-0.251	-0.437

	finest....			
36	In the recruitment and selection process it is important....	0.165	0.815	-0.650
24	Performance evaluation is a tool for the purpose of...	-0.718	-0.066	-0.652
26	Performance evaluations can be used to punish employees for....	-2.380	-1.556	-0.825
32	Recruitment and selection is the foundation of talent...	-0.174	0.740	-0.914
25	To support development of human capital, performance.....	-0.422	0.681	-1.103
34	Focusing employee recruitment and selection efforts on....	-1.293	0.142	-1.436
33	Employee recruitment and selection has influence on....	-0.813	0.703	-1.516
27	The purpose of performance evaluations are to capture and.....	-0.446	1.074	-1.827
30	The recruitment and selection process involves identification....	-0.901	0.926	-2.549
29	The purpose of employee recruitment and selection is to...	-0.415	2.135	-2.549
31	When an individual is selected for employment a probation....	-1.441	2.063	-3.504

Appendix K

Descending Array of Differences Between Factors 1 and 4

No.	Statement	Type 1	Type 4	Diff.
1	Leadership is the actions by leaders that involves...	1.969	-1.591	3.560
5	Leaders should perform in such a way that is an example	2.219	-1.163	3.382
14	Training and development knowledge is needed in small	1.680	-0.383	2.063
20	Providing training opportunities is crucial to the process	1.230	-0.633	1.863
28	Areas of growth an employee needs are disclosed during...	0.595	-0.530	1.125
21	Performance evaluation is a fundamental method to increase...	0.590	-0.339	0.929
36	In the recruitment and selection process it is important...	0.165	-0.722	0.887
8	Business efforts follow the professional interests...	-0.782	-1.591	0.809
12	Human capital is supportive of businesses achieving...	-0.076	-0.869	0.793
15	Inadequate training provided by small business owners hinder...	0.432	-0.192	0.624
31	When a new individual is selected for employment a probation....	-1.441	-1.930	0.488
16	Small business owners can display their support for training...	0.374	0.000	0.374
10	Human resource management knowledge is needed in small...	-0.495	-0.869	0.374
6	In leadership, leaders leverage rewards to achieve expected results....	-0.040	-0.383	0.343
2	Leadership benefits growth of the employees to expand their...	0.980	0.722	0.258
7	The culture of an organization stems from human resource...	-0.754	-0.869	0.115
22	Feedback for the purpose of growth during a performance...	0.246	0.236	0.010
19	Human resource management knowledge is needed in small business...	-0.796	-0.767	-0.029
32	Recruitment and selection is the foundation of talent...	-0.174	0.045	-0.219
4	Leadership in a small business is a reflection of the....	0.649	0.869	-0.220
29	The purpose of employee recruitment and selection is to...	-0.415	0.000	-0.415
3	The core principal of leadership is to assess the proper....	0.850	1.355	-0.504
9	Development of human capital is small businesses provide...	1.024	1.783	-0.758
13	Human resource management practices are the foundation....	-1.216	-0.383	-0.832
26	Performance evaluations can be used to punish employees	-2.380	-1.444	-0.936
23	Employee output, inspiration, and performance can improve...	-0.423	0.530	-0.953
17	Training and development of employees converts to efficiency...	1.085	2.121	-1.036

33	Employee recruitment and selection has influence on...	-0.813	0.339	-1.152
18	Training and development reflects the culture of a business.	0.421	1.591	-1.170
11	Human resource management practices are a component....	-0.238	1.016	-1.254
25	To support development of human capital, performance....	-0.422	0.869	-1.291
34	Focusing employee recruitment and selection efforts on....	-1.293	0.000	-1.293
27	The purpose of performance evaluations are to capture...	-0.446	0.914	-1.359
35	The global challenge in recruiting and selecting the finest....	-0.688	0.722	-1.410
30	The recruitment and selection process involves.....	-0.901	0.677	-1.579
24	Performance evaluation is a tool for the purpose of increasing...	-0.718	0.869	-1.587

Appendix L

Descending Array of Differences Between Factors 2 and 3

No.	Statement	Type 2	Type 3	Diff.
10	Human resource management knowledge is needed in small...	1.169	-1.849	3.018
4	Leadership in a small business is a reflection of the...	1.778	-1.021	2.799
19	Human resource management knowledge is needed in small....	1.212	-1.056	2.268
13	Human resource management practices are the foundation....	0.178	-2.074	2.252
11	Human resource management practices are a component of....	0.130	-1.084	1.214
18	Training and development reflects the culture of a business....	1.099	0.007	1.092
7	The culture of an organization stems from human resource....	0.269	-0.805	1.074
35	The global challenge in recruiting and selecting the finest....	0.684	-0.251	0.935
8	Business efforts follow the professional interests of...	-0.385	-1.158	0.773
12	Human capital is supportive of businesses achieving....	0.300	-0.432	0.732
9	Development of human capital is small businesses provide....	0.608	-0.041	0.649
14	Training and development knowledge is needed in small...	0.907	0.362	0.545
2	Leadership benefits growth of the employees to expand their....	1.175	1.108	0.067
36	In the recruitment and selection process it is important...	0.782	0.815	-0.033
23	Employee output, inspiration, and performance can improve....	-0.470	-0.418	-0.051
17	Training and development of employees converts of efficiency....	1.242	1.317	-0.075
15	Inadequate training provided by small business owners hinder...	-0.083	0.001	-0.084
32	Recruitment and selection is the foundation of talent....	0.650	0.740	-0.089
16	Small business owners can display their support for training....	-0.462	-0.316	-0.146
5	Leaders should perform in such a way that is an example...	0.810	1.019	-0.209
34	Focusing employee recruitment and selection efforts...	-0.127	0.142	-0.269
20	Providing training opportunities is crucial to the process...	-0.638	-0.306	-0.332
6	In leadership, leaders leverage rewards to achieve expected...	-1.632	-1.229	-0.403
3	The core principal of leadership is to assess the proper....	-0.191	0.222	-0.414
30	The recruitment and selection process involves....	0.451	0.926	-0.475

33	Employee recruitment and selection has influence on....	0.065	0.703	-0.638
26	Performance evaluations can be used to punish employees....	-2.410	-1.556	-0.854
22	Feedback for the purpose of growth during a performance...	-1.136	-0.077	-1.058
25	To support development of human capital, performance...	-0.446	0.681	-1.126
27	The purpose of performance evaluations are to capture....	-0.207	1.074	-1.280
31	When a new individual is selected for employment a probation...	0.690	2.063	-1.373
1	Leadership is the actions by leaders that involves the...	-1.498	-0.090	-1.408
24	Performance evaluation is a tool for the purpose....	-1.590	-0.066	-1.524
28	Areas of growth an employee needs are disclosed during....	-1.108	0.435	-1.543
21	Performance evaluation is a fundamental method to increase...	-1.890	0.077	-1.967
29	The purpose of employee recruitment and selection is to....	0.071	2.135	-2.064

Appendix M

Descending Array of Differences Between Factors 2 and 4

No.	Statement	Type 2	Type 4	Diff.
31	When a new individual is selected for employment a probation...	0.690	-1.930	2.620
10	Human resource management knowledge is needed in small...	1.169	-0.869	2.038
19	Human resource management knowledge is needed in small business...	1.212	-0.767	1.979
5	Leaders should perform in such a way that is an example for...	0.810	-1.163	1.973
36	In the recruitment and selection process it is important to...	0.782	-0.722	1.504
14	Training and development knowledge is needed in small business...	0.907	-0.383	1.290
8	Business efforts follow the professional interest of....	-0.385	-1.591	1.206
12	Human capital is supportive of businesses achieving...	0.300	-0.869	1.169
7	The culture of an organization stems from human resource....	0.269	-0.869	1.138
4	Leadership in a small business is a reflection of the....	1.778	0.869	0.909
32	Recruitment and selection is the foundation of talent...	0.650	0.045	0.606
13	Human resource management practices are the foundation....	0.178	-0.383	0.561
2	Leadership benefits growth of the employees to expand their...	1.175	0.722	0.453
15	Inadequate training provided by small business owners hinder...	-0.083	-0.192	0.109
1	Leadership is the actions by leaders that involves the....	-1.498	-1.591	0.093
29	The purpose of employee recruitment and selection is to....	0.071	0.000	0.071
20	Providing training opportunities is crucial to the process...	-0.638	-0.633	-0.005
35	The global challenge is recruiting and selecting the finest....	0.684	0.722	-0.038
34	Focusing employee recruitment and selection efforts...	-0.127	0.000	-0.127
30	The recruitment and selection process involves....	0.451	0.677	-0.227
33	Employee recruitment and selection has influence on....	0.065	0.339	0.273
16	Small business owners can display their support for training...	-0.462	0.000	-0.462
18	Training and development reflects the culture of a business....	1.099	1.591	-0.492
28	Areas of growth an employee needs are disclosed during a.....	-1.108	-0.530	-0.577
17	Training and development of employees converts to efficiency.....	1.242	2.121	-0.879
11	Human resource management practices are a component.....	0.130	1.016	-0.886

26	Performance evaluations can be used to punish employees....	-2.410	-1.444	-0.966
23	Employee output, inspiration, and performance can improve...	-0.470	0.530	-1.000
27	The purpose of performance evaluations are to capture and.....	-0.207	0.914	-1.120
9	Development of human capital in small businesses provide....	0.608	1.783	-1.174
6	In leadership, leaders leverage rewards to achieve expected....	-1.632	-0.383	-1.248
25	To support development of human capital, performance...	-0.446	0.869	-1.315
22	Feedback for the purpose of growth during a performance....	-1.136	0.236	-1.372
3	The core principal of leadership is to assess the proper....	-0.191	1.355	-1.546
21	Performance evaluation is a fundamental method to increase...	-1.890	-0.339	-1.551
24	Performance evaluation is a tool for the purpose of....	-1.590	0.869	-2.459

Appendix N

Descending Array of Differences Between Factors 3 and 4

No.	Statement	Type 3	Type 4	Diff.
31	When a new individual is selected for employment a probation...	2.063	-1.930	3.993
5	Leaders should perform in such a way that is an example for....	1.019	-1.163	2.182
29	The purpose of employee recruitment and selection to establish...	2.135	0.000	2.135
36	In the recruitment and selection process it is important...	0.815	-0.722	1.537
1	Leadership is the actions by leaders that involves the influ....	-0.090	-1.591	1.501
28	Areas of growth an employee needs are disclosed during a....	0.435	-0.530	0.966
14	Training and development knowledge is needed in small business...	0.362	-0.383	0.746
32	Recruitment and selection is the foundation of talent...	0.740	0.045	0.695
12	Human capital is supportive of businesses achieving....	-0.432	-0.869	0.437
8	Business efforts follow the professional interests of employ...	-1.158	-1.591	0.433
21	Performance evaluation is a fundamental method to increase....	0.077	-0.339	0.416
2	Leadership benefits growth of the employees to expand their....	1.108	0.722	0.386
33	Employee recruitment and selection has influence influence....	0.703	0.339	0.365
20	Providing training opportunities is crucial to the process....	-0.306	-0.633	0.327
30	The recruitment and selection process involves identification....	0.926	0.677	0.248
15	Inadequate training provided by small business owners hinder....	0.001	-0.192	0.193
27	The purpose of performance evaluations are to capture and....	1.074	0.914	0.160
34	Focusing employee recruitment and selection efforts on....	0.142	0.000	0.142
7	The culture of an organization stems from human resource....	-0.805	-0.869	0.064
26	Performance evaluations can be used to punish employees for....	-1.556	-1.444	-0.112
25	To support development of human capital, performance.....	0.681	0.869	-0.188
19	Human resource management knowledge is needed in small business...	-1.056	-0.767	-0.289
22	Feedback for the purpose of growth during a	-0.077	0.236	-0.314

	performance....			
16	Small business owners can display their support for training....	-0.316	0.000	-0.316
17	Training and development of employees converts to efficiency.....	1.317	2.121	-0.804
6	In leadership, leaders leverage rewards to achieve expected....	-1.229	-0.383	-0.845
24	Performance evaluation is a tool for the purpose of.....	-0.066	0.869	-0.935
23	Employee output, inspiration, and performance can improve....	-0.418	0.530	-0.949
35	The global challenge in recruiting and selecting the finest....	-0.251	0.722	-0.973
10	Human resource management knowledge is needed in small business....	-1.849	-0.869	-0.980
3	The core principal of leadership is to assess the proper...	0.222	1.355	-1.132
18	Training and development reflects the culture of a business....	0.007	1.591	-1.584
13	Human resource management practices are the foundation....	-2.074	-0.383	-1.691
9	Development of human capital in small businesses provide....	-0.041	1.783	-1.824
4	Leadership in a small business is a reflection of the.....	-1.021	0.869	-1.890
11	Human resource management practices are a component of	-1.084	1.016	-2.100

Appendix O

Factor Q-Sort Values From Each Statement

No.	Statement	1	2	3	4
Leadership Views					
1.	Leadership is the actions by leaders that involves the influ...	4	-3	0	-4
2.	Leadership benefits growth of the employees to expand their...	2	3	3	1
3.	The core principal of leadership is to assess the proper lea...	2	-1	1	3
4.	Leadership in a small business is a reflection of the import...	2	4	-2	2
5.	Leaders should perform in such a way that is an example for...	4	2	2	-3
6.	In leadership, leaders leverage rewards to achieve expected...	0	-3	-3	-1
Human Resource Management Practices Views (HRMP)					
7.	The culture of an organization stems from human resource man...	-2	0	-2	-2
8.	Business efforts follow the professional interests of employ...	-2	-1	-3	-4
9.	Development of human capital in small businesses provide opp...	2	1	0	4

10. Human resource management knowledge is needed in small buisn...	-1		3		-4		-2			
11. Human resource management practices are a component of compe...	0		0		-2		3			
12. Human capital is supportive of businesses achieving competit...	0		0		-1		-2			
13. Human resource management practices are the foundation to ob...	-3		0		-4		-1			
Agree	1	14%	2	29%	0	0%	2	29%	5	18%
Disagree	4	57%	1	14%	6	86%	5	71%	16	57%
Neutral	2	29%	4	57%	1	14%	0	0%	7	25%
Total Human Resource Management Practices Views	7	100%	7	100%	7	100%	7	100%	28	100%
Training and Development Views (T&D)										
14. Training and development knowledge is needed in small busine...	3		2		1		-1			
15. Inadequate training provided by small business owners hinder ...	1		0		0		0			
16. Small business owners can display their support for training...	1		-1		-1		0			
17. Training and development of employees converts to efficiency ...	3		4		3		4			
18. Training and development	1		2		0		3			

reflects the culture of a business...										
19. Human resource management knowledge is needed in small busin...	-2		3		-2				-2	
20. Providing training opportunities is crucial to the process o...	3		-2		-1				-1	
Agree	6	86%	4	57%	2	29%	2	29%	14	50%
Disagree	1	14%	2	29%	3	42%	3	42%	9	32%
Neutral	0	0%	1	14%	2	29%	2	29%	5	18%
Total Training and Development Views	7	100%	7	100%	7	100%	7	100%	28	100%
Performance Evaluation Views (PE)										
21. Performance evaluation is a fundamental method to increase p...	1		-4		0				0	
22. Feedback for the purpose of growth during a performance eval...	0		-2		0				0	
23. Employee output, inspiration, and performance can improve th ...	-1		-2		-1				1	
24. Performance evaluation is a tool for the purpose of increasi...	-1		-3		0				2	
25. To support development of human capital, performance evaluat...	0		-1		1				2	
26. Performance evaluations can be used to punish employees for...	-4		-4		-3				-3	
27. The purpose of performance	-1		-1		3				2	

evaluations are to capture and de...

28. Areas of growth and employee needs are disclosed during a per...	1		-2		1		-1			
Agree	2	25%	0	0%	3	37.5%	4	50%	9	28%
Disagree	4	50%	8	100%	2	25%	2	25%	16	50%
Neutral	2	25%	0	0%	3	37.5%	2	25%	7	22%
Total Performance Evaluation Views	8	100%	8	100%	8	100%	8	100%	32	100%

Employee Recruitment and Selection Views (ER&S)

29. The purpose of employee recruitment and selection is to esta...	0		0		4		0			
30. The recruitment and selection process involves identificatio...	-3		1		2		1			
31. When a new individual is selected for employment a probation ...	-4		1		4		-4			
32. Recruitment and selection is the foundation of talent acquis ...	0		1		2		0			
33. Employee recruitment and selection has influence on competit...	-2		0		1		1			
34. Focusing employee recruitment and selection efforts on indiv...	-3		0		0		0			
35. The global challenge is recruiting and selecting the finest...	-1		1		-1		1			

36. In the recruitment and selection process it is important to...	0		2		2		-1			
Agree	0	0%	5	62.5%	6	75%	3	37.5%	14	44%
Disagree	5	62.5%	0	0%	1	12.5%	2	25%	8	25%
Neutral	3	37.5%	3	37.5%	1	12.5%	3	37.5%	10	31%
Total Employee	8	100%	8	100%	8	100%	8	100%	32	100%
Recruitment and Selection Views										
Agree	9	30%	11	37%	11	37%	11	37%	42	35%
Disagree	14	47%	11	37%	12	40%	12	40%	49	41%
Neutral	7	23%	8	26%	7	23%	7	23%	29	24%
Total HRMP, T&D, PE, ER&S	30	100%	30	100%	30	100%	30	100%	120	100%