



**College of Management**  
**Doctor of Business Administration (DBA) Program**  
*Special Event:*  
*Summer 2014 Dissertation Defense Presentations*

**Friday, October 3, 2014**  
**4:00-6:00pm**

**Room M336, Wayne H. Buell Management Building**

*An Exploration of Organizational Collective Motivation and the Influence of the SOAR Framework to Build Organizational Collective Motivation*

Dr. Jennifer Hitchcock

*Stakeholders' Perception of Legitimacy and the Impact on the Organizational Sustainability Strategy of Federally Qualified Health Centers*

Dr. Paul Miklovich

*An Evaluation of the Relationship between Emotional Intelligence, SOAR, and Collaboration: Implications for Teams*

Dr. John Cox

This special event will showcase presentations by three recent DBA program graduates based on their full-length dissertation defenses that took place this summer. Each presentation will be 20-25 minutes with Q&A. The last 30 minutes will be an open discussion for current students and alumni about the doctoral dissertation process and post-doctorate work and accomplishments.

Current DBA students are encouraged to review the final dissertations in the Blackboard Organization "DBA".

Please contact Dr. Stavros at [jstavros@ltu.edu](mailto:jstavros@ltu.edu) if you have any questions, or if you would like to request a pdf version of the featured dissertations.

**Please RSVP [mferguson@ltu.edu](mailto:mferguson@ltu.edu) on or before Monday, September 29, 2014**

## **Dissertation Abstracts**

### ***An Exploration of Organizational Collective Motivation and the Influence of the SOAR Framework to Build Organizational Collective Motivation***

Dr. Jennifer Hitchcock

This mixed methods study explored meaning of Organizational Collective Motivation (OCM), identified the elements which develop OCM, and determined how the SOAR framework builds elements of OCM during organizational transformation. SOAR stands for strengths, opportunities, aspirations, and results. The mixed methods research design employed the qualitative research approach of grounded theory as the primary research method. Quantitative data from the SOAR profile were used to support the qualitative findings. The study was conducted using 16 in-depth qualitative interviews with leaders in the U.S. Army who are graduates of the Army's Senior Service College Fellowship (SSCF) program.

The results of the study created the Organizational Collective Motivation (OCM) Framework. This framework shows the meaning of OCM, how elements of OCM are developed, and how SOAR builds OCM during organizational transformation. OCM was found to be a distinct and separate motivational construct that exists in all levels of the organization and is based on individual and collective beliefs. OCM develops from both individual and collective motivational aspects that emerge as individuals and the collective work towards organizational goals. OCM develops from 19 motivating elements which are common to individual and collective motivational aspects. Finally, individual and collective aspects are influenced by organizational, job, and leadership aspects. The framework suggests that developing OCM in an organization drives all members to be motivated to contribute to achieve organizational goals. The framework also suggests that during organizational transformation the use of SOAR will build OCM elements of commitment and beliefs. The propositions that emerged from this study provide the meaning of OCM, the elements of OCM, and how to build OCM. The 10 propositions support the findings and provide opportunities for future work in the research area of OCM.

### ***Stakeholders' Perception of Legitimacy and the Impact on the Organizational Sustainability Strategy of Federally Qualified Health Centers***

Dr. Paul Miklovich

The health care system in the United States is in a process of transformation exemplified by the Affordable Care Act (ACA), a move to value-based care, and a review of the overall quality of the health care system and its ability to serve all citizens. Community health centers are key players in the transformation of the U.S. health care system. Federally Qualified Health Centers (FQHCs) are federally funded community health centers dedicated to the delivery of primary medical, dental, behavioral, and social services to medically underserved populations in medically underserved areas. This research study based on the social enterprise body of knowledge investigated how stakeholders' perception of legitimacy impacted the overall organizational sustainability strategy of FQHCs. Additionally, this study examined the role of community need in moderating the relationship between legitimacy and organizational sustainability.

A mixed methods approach was used to analyze quantitative and qualitative data from a sample of 330 employees, patients, board members, and interested community members from five FQHCs in Ohio and Michigan. Operational data were collected from archival publically available reports. Hypothesis testing of quantitative data used linear regressions to determine if legitimacy, as measured by perception of reputation, values, benefits, and organizational identity, was a

positive predictor of organizational sustainability, as measured by financial performance, grant support, endowment growth, and patient volume. Additionally, hierarchical regression and simple slopes analyses tested the moderation effect of community need on the relationship between legitimacy and organizational sustainability. Qualitative data were analyzed using thematic analysis to provide further insights to the quantitative survey responses.

The results of this study strongly suggest legitimacy is a positive predictor of organizational sustainability in the five FQHCs participating in this study. Additionally, community need does provide a moderating effect on the relationship between legitimacy and organizational sustainability. The qualitative data based on stakeholders identifying specific benefits they receive from the organizations helped to clarify the study hypotheses.

This study is the first of its kind to investigate the relationship between legitimacy and community need and the impact on the organizational sustainability of FQHCs. As a result of this study, four major recommendations were offered: increase attention in strategic plans to the four factors of legitimacy, increase community awareness beyond stakeholders, create marketing programs targeting elements of care and services offered, and improving the potential for new sources of funding.

### ***An Evaluation of the Relationship between Emotional Intelligence, SOAR, and Collaboration: Implications for Teams***

Dr. John Cox

The purpose of this dissertation was to evaluate the relationships between EI, SOAR, and collaboration among a sample of professionals either actively working in teams or who have had recent experience working in teams. A sample of 308 participants completed the 16-item Work Group Emotional Intelligence Profile-Short Form (WEIP-S), the 12-item SOAR Profile, and the 9-item Team Collaboration Questionnaire. This study used a quantitative cross-sectional design with moderating and mediating variables to test the prediction of collaboration by EI, the moderation of the EI-collaboration relationship by team role, team type, and time in teams, and the mediation of the EI-collaboration relationship by SOAR. Data analysis using multiple linear regression and structural equation modeling (SEM) with bootstrapped confidence intervals found EI was a significant predictor of collaboration, the impact of EI on collaboration was moderated by team role, team type, and time in teams, and SOAR mediates the effect that EI has on collaboration.

This study has implications for teams and team members working collaboratively. First, creation of the Team Collaboration Questionnaire, an original rapid assessment tool developed in this study, has implications for the reliable and valid measurement of collaboration. Second, by showing that EI growth improves elements of collaboration related to integrating, compromising, and communication, this study recommends methods to improve EI abilities in team members that may ultimately improve team effectiveness, such as improving ability to be more effective at integrating ideas, seeking compromise, and encouraging open and effective communication. Third, by testing moderating variables, this study found that the impact of EI on collaboration is maximized when teams are comprised of leaders, when teams are virtual, and when experience with teams is greater than one year. This study found SOAR functioned as a partial mediating variable, suggesting that a framework for strategy based on the strengths and aspirations of team members may explain how EI impacts team-based collaboration.

## Presenters' Bios

**Dr. Jennifer A. Hitchcock** brings more than 25 years of organizational leadership and technical leadership experience in military ground vehicle technologies, system engineering, acquisition and program management. Dr. Hitchcock was appointed to the Senior Executive Service in January 2011 as the Executive Director for RTI at the U.S. Army Research Development and Engineering Command (RDECOM) Tank Automotive Research Development and Engineering Center (TARDEC). Dr. Hitchcock served with distinction as the Interim Director of TARDEC from March 2012 to August 2012 when the TARDEC Director position was vacated.

As RTI Executive Director, Dr. Hitchcock is responsible for leading the research and integration of Army ground vehicle mobility, power and energy, survivability, robotic, software and vehicle electronic architecture technologies. She leads more than 500 associates in seven technical business areas, and is the executive responsible for the planning and execution of technology programs the Army will pursue to align and transition to acquisition programs. Dr. Hitchcock has received two distinctive honors: Superior Civilian Service Award, RDECOM, MD 2012 and Commander's Award for Civilian Service, TARDEC, 2006 and two Lawrence Technological University Awards: Leaders and Innovators Award and Alumni Achievement Award.

**Dr. Paul Miklovich** is an executive in healthcare management with over 30 years of experience in a variety of organizations spanning both the public and private sector. For the last 25 years, he has been a member of the Professional Staff of the Cleveland Clinic leading technology, compliance, and support functions. His experience covers the development of healthcare delivery systems in Asia, Europe, Middle East, Africa, and the Caribbean. Paul has held or holds academic appoints at Ashland University Dauch College of Business, Case Western Reserve University College of Engineering and School of Medicine, Tiffin University, and the Turkmen State Medical University.

Paul has a BS in Mechanical/Biomedical Engineering from Ohio State University, an MS in Clinical Engineering from Case Western Reserve University, and a MBA from Ashland University where he was selected to the Academic Hall of Fame. As part of his professional development, Paul completed the Executive Program in Practice Management at the Case Western Reserve University Weatherhead School of Management and is certified in Six Sigma.

**Dr. John Cox** joined Chrysler Group LLC in 1988 and currently works in the office of Regulatory Affairs. He serves as a primary enabler in the execution of advanced technology collaborative research agreements between Chrysler and the U.S. Department of Energy (DOE), other industry partners, and universities. He is also a business and technical support representative with USCAR (a collaborative research team made up of GM, Ford, and Chrysler), and with USDRIVE (a DOE collaborative research team which includes several automotive, utility and fuel provider partners). Dr. Cox has put his extensive academic background in electrical engineering and business administration to use, holding various and diverse positions of increasing responsibility within the company.

Dr. Cox has accepted invitations to speak on the topics of emotional intelligence and collaboration, most notably from the American Society of Business and Behavioral Science, and other organizations seeking positive growth in themselves and their diverse work teams. Dr. Cox is an active member of Tau Beta Pi (the National Engineering Honor Society), Eta Kappa Nu (the National Electrical Engineering Honor Society), the Academy of Management, and the Michigan Humane Society. He has also served as a Marine Safety Officer with the Macomb County, MI Sheriff's Department.