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How do Intentional Organizational Actions, Decisions, and Purposeful Strategies Influence the Development of Sustainable Relationships with Black-Owned Business

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Organizational decisions regarding the sustainability of partnerships with Black-owned enterprises are shaped by various manageable factors, including internal policies and operational procedures. Additionally, elements like diversity and engagement are within the realm of influence of decision-makers, underscoring a potential reliance on the underlying cognitive motives guiding their decisions, whether defensible or not. Scholars suggest that constructive engagement is built on the trust and relationships established between an organization and a particular community of significance. Moreover, they assert that effective engagement aligns with established benchmarks of professionalism and ethical behavior.

Whether racially motivated or not, the upfront nature of discriminatory behaviors cannot be easily masked or disguised when relationships are affected. Organizational Intentionality is the preposition of a socioeconomic theory based on potential diplomatic conscious behaviors that benefit all business entities.

Mounting apprehensions persist regarding the connections between organizations and Black-owned enterprises, and how cognitive awareness at the organization level might impact engagement concerning diversity—an essential factor preceding decision-making processes. Moreover, the impact of engagement on business longevity implies that racially motivated actions or decisions influenced by other biased factors could introduce discriminatory elements, thereby exacerbating complexities within business relationships. Discriminatory practices within organizations present a substantial barrier to the progress of Black-owned businesses, negatively affecting their capacity to compete fairly with non-minority counterparts and ultimately impacting success or failure rates. This heuristic approach endures, possibly fueled by a perceived absence of stakeholder value.

This research question review aims to investigate how intentional organizational actions, decisions, and strategies can be designated as more purposeful when influencing the development of sustainable relationships with Black-owned businesses. By examining decision-making processes and initiatives that prioritize diversity, the research associated with this inquiry seeks to raise awareness and advocate for more equitable engagement practices within organizations, thereby positively influencing long-term relationships with Black entrepreneur stakeholders.

Keywords: Accountability, Black-owned, Bias, Decision-Making, Discrimination, Diversity, Engagement, Equity, Intentional, Organizational, Preferential, Prejudice, Racial, Responsibility, Socioeconomic, Sustainability.

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Historically, successful implementation of diverse practices into business has had controversial results. Still today, understanding organizational actions, decisions, and strategies has become essential for changing the status quo. The significance of diversity and inclusion efforts with Black-owned businesses is determined by how much value is given to these relationships. The central focus will be on understanding value in connection to the broader interests of these identified contributing stakeholders. Conceptual insights provided by the Stakeholder Theory, which emphasizes the importance of valuing all stakeholders, offers empirical support for using it as the most relevant study framework.

Organizations that aim for sustainable relationships with Black-owned businesses must first recognize the disparities in diversity that devalue them as stakeholders. These organizations are characterized by consistent engagement practices that underscore the recognized value of Black-owned businesses while actively addressing behaviors that undermine these relationships.

Extensive research underscores the critical role of auxiliary organizations in the success of minority businesses, particularly evident in the case of Black-owned firms. These relationships often serve as lifelines, aiding these businesses in overcoming obstacles such as limited access to financial capital, deficits in business training, and a lack of corporate diversity. Thus, the level of engagement emerges as a pivotal factor in regulating these relationships.

Regardless of their level of awareness, organizations must confront potential exclusion or discriminatory behaviors. Once acknowledged, the subsequent actions—whether positive or negative—shed light on the organization's consciousness, significantly influencing their intentions and subsequent engagement with Black-owned businesses.

In this context, the core of engagement behaviors subsequent to cognitive awareness hinges on the organization's chosen response once their level of consciousness has been elevated. Whether the behaviors are deliberate or inadvertent, once enriched with knowledge, the organization must decide whether to accept or deny the claims, a decision that will ultimately serve to justify their acknowledgment response. Depending on their practical approach, this cognitive awareness may also induce a sense of dissonance, whereby actions during business transactions may conflict with underlying beliefs, leading to discomfort despite the actions taken.

To offer a clearer understanding of the sequential phases of behavior, awareness, response, and action within the context of intentionality and engagement, the primary researcher will present a conceptual model outlining abstract understanding of the theoretic transition from the discovery of behavioral patterns to the eventual decision for organizational change. This model establishes a foundational framework for organizational intentionality and delineates the various behavioral outcomes associated with heightened awareness.

This research is stimulated by the significance of intentional organizational actions in business decision-making scenarios. Consequently, the inquiry will be steered by the following research question:

> ***RQ: How do intentional organizational actions, decisions, and strategies influence the development of sustainable relationships with Black-owned businesses?***

The rationale behind exploring organizational intentionality stems from the need to substantiate it with evidence drawn from previous research on economic development challenges and the performance of Black-owned enterprises. The methodology outlines the approach taken to review scholarly literature supporting these assertions. Through the selection of empirical evidence, our conclusion is fortified, highlighting reflections on how the literature has been leveraged to establish the concept of organizational intentionality within the realm of sustainability, driven by awareness and decision-making processes within organizations. For instance, when prejudicial business practices are exposed, will organizations opt to acknowledge, refute, or conceal their intentions rather than instigate change? Would recognizing the necessity for greater diversity through enhanced engagement alter organizational intentions concerning their relationships with Black-owned enterprises?

Background

Research shows that race has a notable influence on business interactions (Bangs et al., 2007). Despite conducting the same due diligence as their White counterparts, Black business owners often prejudicial obstacles that limits their access to financial capital, training, or resources (Fairlie & Robb, 2007). This largely stems from implicit biases that are beyond their control, which impact business relationships. Adherently, intrinsic, and extrinsic organizational cultures and beliefs shape how organizations navigate opportunities to collaborate with Black-owned enterprises.

Diversity challenges have long plagued Black business owners (Hornaday & Nunnally, 1987). Despite the existence of federal programs tailored for local economic development, many economists argue that their effectiveness remains largely unproven and could benefit from more rigorous evaluation (Bates, 2006; Fairlie & Robb, 2010). Bates, an Economics Professor and advocate for business impartiality, has persistently questioned the integrity of racial dynamics within minority businesses over the years

Methodology

To establish a solid groundwork for investigating this question, the Primary Investigator is undertaking a qualitative research approach. This mix-method study includes literature review, supported by interviews and case example.

The research interviews will be conducted with:

- Greater Tampa Bay authorities from community advocacy organizations who have already put focus into purposeful strategic efforts to improve business relationships with Black-owned businesses.
- Varying business levels of greater Tampa Bay Black-owned entrepreneurships to establish the impact (positive or negative) of enhanced engagement efforts by organizations.

The mini case discussion will be conducted with:

- A community advocacy organization to showcase the practical effects of their acknowledgement, intentional strategic actions, and impacts on relationships with the Black business population.

Analyzing all factors identified as potential causes of inequitable practices, along with assessing the impact of diversity initiatives aimed at enhancing engagement and relationships, forms the core of this study. Using resources from the USF library databases, including ABI/INFORM Global and JSTOR, we conducted research on peer-reviewed scholarly journals to identify recurring themes across studies on this phenomenon, particularly those related to economic development concerns, diversity, engagement, and sustainability. Given the broad scope of the issue of minority relations and its implications for success, the initial literature search yielded nearly 400 potentially relevant articles. Consequently, only the most pertinent articles focusing on sustainability, engagement, diversity, and their impact on the economic development of Black-owned businesses were selected for further review. Articles that did not directly address these topics or contribute to defining organizational intentionality were excluded.

In-depth analysis and reverse reference research were conducted on the selected articles to extract scholarly findings and insights that could enrich this study. Additionally, literature documenting contradictions to the potential theory of Organizational Intentionality is being evaluated, providing avenues for further exploration and potential future research.

(Bates, 1995, 1998, 2001; Bates & Williams, 1995). The enduring efforts of scholars like Bates underscore the initiatives of pioneers such as Booker T. Washington, who founded the National Negro Business League in 1900 to advocate for racial solidarity in business (Washington, 1902). However, despite these endeavors, a stable framework promoting the use of engagement strategies to alleviate issues faced by minority businesses and enhance their success remains elusive (Ram & Smallbone, 2003). Scholars concur that more stringent regulations and penalties are necessary to curb discriminatory practices from within organizations (Bates & Robb, 2013). Yet, despite regulations such as CFR parts 112, 113, and 117 of Title 13 intended to discourage prejudicial business practices, there are no enforceable sanctions for organizations found to knowingly discriminate against minority-owned businesses. *Even within government sectors, where federal regulations should ensure equality and fairness, prejudicial selections during contract assignments are allowed to persist* (Cobbins, n.d.). This is believed to stem from the lack of findings that compel stricter federal regulations. The Equal Protection Clause of the Fourteenth Amendment (Wikipedia contributors, 2024) was implemented to prevent such racial discrimination. While some authors commend the benefits of the clause's regulation on equal protection (Calabresi, 2011), others highlight loopholes, particularly concerning intentionality (Richardson & Pittinsky, 2005).

Scholars have extensively researched the factors influencing the success and failure of minority-owned businesses, with some attention given to the significance of cultivating diverse relationships with dominant organizations. The fostering of these relationships have been shown to bolster the representation of Black business owners in the United States (Perry et al., 2022). However, scant attention has been directed towards understanding the potential impact of diversity initiatives on fostering meaningful engagement that could stimulate or enhance these relationships (Baum, 2021). In recent years, periods of social unrest have spurred calls for increased diversity, equity, and inclusion, resulting in some progress in diversifying business practices, as noted by certain authorities. Nevertheless, a significant challenge persists for Black business owners, as discriminatory behaviors by dominant organizations have become more deliberate and accepted in the business realm due to a lack of measures that effectively dismantle diversity barriers (Conley & Bilimoria, 2022).

Motivation

The researcher's inspiration behind the inquiry stems from personal collaborations with authorities from peer groups advocating for greater diversity in business, particularly in relationships impacting

Black-owned businesses. Additionally, previous investigations into ethical economic development implementation and the considerable challenges associated with it contributed to this motivation. A thorough exploration of scholarly literature revealed a scarcity of studies focusing on the direct benefits of heightened engagement, specifically concerning Black entrepreneurship through diversity. There exists a pressing need for attention in this area to mitigate the detrimental effects of both conscious and unconscious bias in organizational business practices. The primary researcher hypothesizes that improving sustainability of relationships between organizations and Black-owned businesses might circumvent the negative effects of these biases.

This scholarly research presents a pivotal opportunity to formulate a concrete and pragmatic definition of Organizational Intentionality and elucidate how genuine recognition of this concept can enhance real-world business relationships. Particularly, it aims to strengthen the connections between organizations holding potential for lucrative economic development opportunities and the community of businesses owned by Black entrepreneurs. It is hoped that this research question will serve as the foundation for enduring sustainability in these relationships.

Literature Summary

S*ustainable*, as defined by (Merriam-Webster, n.d.) to be, "*of, relating to, or being a method of harvesting or using a resource so that the resource is not depleted or permanently damaged*." is fitting for business research. The definition succinctly encapsulates the focus of this review:

- Intentionality can be utilized by organizations to leverage the actions the enhance relationships with their Black-owned business stakeholders.
- Sustainability of business relationships ensure beneficial development for all stakeholders.

The primary researcher aims to compile scholarly journal findings on intentionality, sustainability, engagement, and diversity. Additionally, the research seeks literature supporting the redefinition of organizational intentionality, drawing from empirical studies and tangible evidence to establish academic relevance and offer practical benefits to organizations with Black-owned business stakeholders.

This question was crafted specifically with regards to persistent relational challenges that often impact the success rates of Black-owned businesses. The ensuing research project endeavors to bridge the gap in evidence by identifying strategies to prevent disconnections between organizations and the community of Black-owned businesses that serve as stakeholders.

During the exploration of concepts supporting this question, the Stakeholder Theory emerged as the most suitable framework (Cragg, 2002; Freeman, 1994; Freeman, 2015; Gibson, 2000; Phillips et al., 2003). Scholarly attention has extensively focused on the value of stakeholder relationships (Dmytriyev et al., 2021; Donaldson & Preston, 1995; Freeman et al., 1988; Freeman et al., 2007), particularly through literature examining the decision-making aspects of stakeholder theory ((Donaldson & Preston, 1995; Gibson, 2000; Reynolds et al., 2006). Peter Pruzen's work in The Journal of Business Ethics delves into the question of organizational consciousness regarding the relationships between organizations and their stakeholders (Pruzen, 2001). In addition to defining stakeholders as *those who affect and are affected by organizational behavior*, Pruzen (2001) provides further evidence indicating that shared organizational values stem from ongoing, self-reflective dialogues concerning identity, purpose, and relationships with stakeholders. To this end, the researcher posits that organizations should consider frameworks, like Pruzen's, to evaluate internal policies and procedures, relying on the results of studies that measure how well the value of minority stakeholders is being

Table 1: Theoretical Framework Concepts -- Stakeholder Theory

Construct	Sources
The Relevance of Stakeholder Theory	(Freeman, 1994, 1999, 2011; Freeman et al., 2007; Harrison et al., 2015; Harrison & Wicks, 2013; Kaler, 2006; Mahajan et al., 2023; Metcalfe, 2008; Miles, 2015; Parmar et al., 2010; Weiss, 1994)
Stakeholder Power, Legitimacy, and Urgency	(Alves et al., 2014; Cragg, 2002)
Stakeholder Valuation	(Bacq & Aguilera, 2021; Freeman, 2011; Freeman et al., 1988; Harrison & Wicks, 2013; Pruzen, 2001)
Corporate Social Responsibility	(Alkhafaji, 1984; Alkhafaji, 1989; Alves et al., 2014; Bennett IV & Soylu, 2021; Freeman & Dmytriyev, 2017; Jamali, 2007; Skidd, 1988; Thompson et al., 1991)

Source: Malle &

Table 2: Black Owned Business Relevance

Article	Sources	Finding
The Reality of Black Owned Business: What We Can Do to Make a Difference	(McDonald, 2020)	A study reflecting findings that conclude that Black-owned business success is influenced by bia
Barriers and Mitigating Strategies of Entrepreneurial Business Growth: The Role of Entrepreneur Race and Gender	(Conley & Bilimoria, 2022)	Barriers to financial capital for Black-black owned businesses has not been widely studied on an academic level
Why Do Minority Business Development Programs Generate So Little Minority Business Development	(Bates, 1995)	Federal assistance programs have failed to establish regulation that will ensure equity for minority entrepreneurs
Is the U.S. Small Business Administration a Racist Institution	(Bates, 1998)	The issue of minority exclusion could be endorsed by adherence from federal levels
The Urban Development Potential of Black Owned Businesses	(Bates, 2006)	Black business could be a driving economic force if given fair opportunity
Greater access to capital is needed to unleash the local economic development potential of minority-owned businesses	(Bates & Robb, 2013)	The call for penalty when organizations discriminate against businesses based on race.

considered. Table 1 presents some other pertinent literary constructs, related to the Stakeholder Theory and various conceptual components beneficial for practically addressing this question.

The sustainable economic advancement of minority business stakeholders is pivotal for the long-term national economic prosperity, particularly for Black-owned businesses, whose share of the population is projected to increase to 46%, according to Small Business surveys (Porter, 2019). Therefore, highlighting the significance of Black-owned businesses is crucial to framing the purpose of this review around the designated question. Table 2 provides additional resources showcasing the diverse contexts in which the impacts of diversity practices on Black businesses are significant. Bates has emerged as a prominent advocate emphasizing the imperative for greater attention to equality in promoting the success of Black-owned enterprises (Bates, 1995). He contends that without sustainable economic growth, businesses are inevitably destined for dissolution (Bates, 2006). Economic development challenges contributing to the failure of minority-owned businesses have been extensively examined by Bates and other experts in economic circles (Bates et al., 2022).

Intentionality serves as the cornerstone of both this review and the subsequent research project. Table 3 provides a summary of literature pertaining to intentionality, its various precedents, and its significant role in influencing awareness and decision-making processes within organizational settings. At its core, intentionality, typically a psychological concept applied to individual agents, denotes the quality of actions—whether deliberate or purposeful (Malle et al., 2001). Research indicates that this concept extends to group settings, including large organizations, and influences their behavior in business contexts (Little, 2020). In a previous work, (Little, 2007) explored the concept of agency at social levels, particularly focusing on group agents within institutions (e.g., organizations) and their role in shaping social phenomena, such as diversity-related business issues. (Little, 2007), in a subsequent publication, expands on these findings, emphasizing the organizational-level importance of considering the social processes through which group-oriented intentions are formed in specific individual social circumstances.

In the conceptual model depicted in Figure 1 below, (Malle & Knobe, 1997) illustrates the correlation between intentionality and awareness. They demonstrate that belief, desire, intention, skill, and awareness are all crucial components of the intentionality concept. Reiterated here for clarity, the model illustrates the implication that awareness and intention are interconnected as significant conditions for acting intentionally.

Table 3: Organizational Intentionality Key Findings

Article	Sources	Finding
Theory of Intentionality	(McIntyre & Smith, 1989)	Defines Intentionality as the fundamental property of consciousness
The Significance of Intentionality	(Malle et al., 2001)	Explains the conceptual significance of intentionality and how it differs from intention
Ethical Decision-making: The Role of Self-monitoring Future Orientation and Social Networks	(Bon et al., 2017)	Reiterates the correlation between intentions and awareness, related to moral behavior
Levels of the Social	(Little, 2007)	Little's initial indication that organizational intentionality goes beyond individual practice, but could be applied to corporate business
Organizations as Actors: Microfoundations of Organizational Intentionality	(Little, 2020)	Study conducted to show the relevance of intentionality at the corporate level, considering organizations as actors
The Mistaken Assumption of Intentionality in Equal Protection Law: Psychological Science and the Interpretation of the Fourteenth Amendment	Richardson & Pittinsky, 2002	Equal Protection Law guidelines failed to support the premise of intentionality
The Folk Concept of Intentionality	(Malle & Knobe, 1997)	Expresses the concept of Awareness as a part of the foundation for Intentionality
Automatic actions: Agency, intentionality, and responsibility	(Lumer, 2017)	Reiterates the correlation between Intentionality and responsibility

& Knobe, 1997

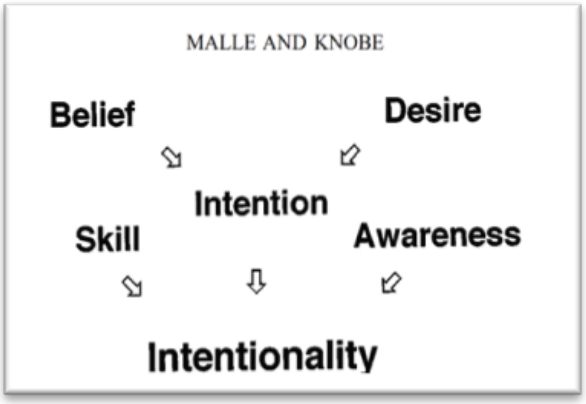

Figure 1: Adapted from Malle & Knobe (1997)

To foster enduring entrepreneurial relationships, organizations must transcend short-term internal financial goals and acknowledge their corporate responsibility to various stakeholders (Gutterman, 2020). (Gutterman) further asserts that leaders across organizations, regardless of size, must recognize that success is intrinsically linked to their connections with external society. In simple terms, irrespective of an organization's size, the collective prosperity of society should be a central consideration. Strategic sustainability plans should be integral to all impactful organizational policies (Porter, 2019). (Porter) emphasizes that sustainability holds particular significance for communities of color, as the sustainability and resilience of our nation may ultimately be determined by the success of minority businesses.

Engagement serves as a vital mechanism through which organizations can ensure the sustainability of relationships with their Black-owned business populations (Gutterman, 2023). In his quantitative study from 2015, (Mundy) defined multicultural stakeholder engagement as a catalyst for principles, policies, and practices. One of (Mundy)'s inquiries aimed to assess perceptions of diversity in external communications. His findings underscore the importance of ethical stakeholder engagement, emphasizing the necessity for communication imbued with diversity values, such as social responsibility campaigns. Mundy's conclusions suggest that diverse communications and a commitment to a multicultural society facilitate the building of trust with key stakeholders, signify an organization's openness to transformative dialogues, and underscore the organization's investment in the betterment of local communities (Mundy, 2015).

However, it's crucial to recognize that effective engagement necessitates contributions from both sides. (Gutterman, 2020) findings highlight that engagement cannot be achieved unilaterally; it requires commitment from stakeholders as well.

The adoption of enhanced diversity management practices, such as strategic diversity initiatives, can significantly impact engagement between organizations and their stakeholders (Porter, 2019; Robinson & Dechant, 1997). (Porter) Porter contends that the relevance of supplier diversity has undergone various phases and is poised to experience further seismic shifts as business landscapes and demographics evolve. Introducing a process termed MODE—mentorship, outreach, development, education—(Porter) outlines a method for organizations to equip their business stakeholders with the necessary success skills to ensure viability and sustainability. It will be imperative for organizations to acknowledge the consistent growth in minority business spending power statistics, which Porter anticipates will surpass 45% by 2045—a notable increase from 20% in the year 2000 (Porter, 2019).

To ensure full transparency about using diversity initiatives to enhance engagement, it is essential to acknowledge that this review uncovered significant literature expressing concerns about effectiveness in practical implementation (Dover et al., 2019; Kulik & Roberson, 2008; Leslie, 2019; Nishii, et al., 2018). While diversity initiatives are intended to enhance the business experiences and outcomes of disadvantaged societal groups, they may not always yield the desired consequences (Leslie, 2019). Unintended consequences, such as backfire (undesirable diversity goal results), false progress (positive diversity outcomes without substantive change), negative spillover (undesirable diversity outcomes impacting relevant business goals), or positive spillover (beneficial diversity outcomes on non-diversity goals), could be as prevalent as intended consequences and may undermine the effectiveness of diversity initiatives if not addressed (Leslie, 2019; Whysall, 2020).

This study finds that intentional organizational actions significantly impact the sustainability of relationships with Black-owned businesses. The significance lies in the findings of a deeper examination, which concluded that both intended and unintended consequences can serve as interventions for organizations to assess the attitudes and beliefs driving existing behaviors (Whysall, 2018, 2020). In addition to the sources mentioned, Table 4 provides a diverse range of literary findings endorsing that:

- Engagement should be deeply engrained in organizational strategy
- Understanding stakeholder concerns and needs is crucial for effective engagement

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Table 4: Diversity and Engagement in Business

Article	Sources	Finding
Introduction to Community Engagement and Investment	(Gutterman, 2020)	Defines sustainability and the challenges organizations may face as they strive to acknowledge and engage community level stakeholders
Businesses' Investment and Engagement in Black Communities	(Gutterman, 2023)	Accentuates the importance of organizations recognizing and engaging community level stakeholders through diverse and inclusive efforts that are permanently fixed into the strategy and operations of the company
Building a Case for Diversity	(Robinson & Dechant, 1997)	Explores the use of diversity management as a solution to critical business problems
Towards Successful Diversity Initiatives: The Importance of Building Audience Connectedness	(Burgess et al., 2020)	Examine the degree of relatedness and connection that is sensed when ties with societal members are assessed as necessary
From Principle to Policy to Practice? Diversity as a Driver of Multicultural, Stakeholder Engagement in Public Relations	(Mundy, 2015)	Expounds on the need for diversity to expand engagement as it is demanded through the Stakeholder Theory adapted concepts of Corporate Social Responsibility (CSR)
Policies to support ethnic minority enterprise: the English experience	(Ram & Smallbone, 2003)	Expands on the premise that organizational engagement is significant if Black business is to be successful
Managing Diversity Using a Strategic Planned Change Approach	(Friday & Friday, 2003)	The Planned Change-Corporate Diversity Strategy The Diversity Continuum: Acknowledging Diversity; Valuing Diversity; Managing Diversity
Implementing Supplier Diversity: Driver of Entrepreneurship	(Porter, 2019)	Diversity: Federal Law Compliance, Right Thing to Do Mentality, Business Case for Supplier Diversity
Diversity Initiative Effectiveness: What Organizations can (and Cannot) Expect from Diversity Recruitment, Diversity Training, and Formal Mentoring Programs	(Kulik & Roberson, 2008)	Reiterates that there has been a historic 'business need' for diversity that demands top management focus; Shows where a call for diversity activities has been prevalent for organizations, but the efforts may have been ineffectively managed
A Multi-Level Process Model for Understanding Diversity Practice Effectiveness	(Nishii, 2017)	Establishes a process model that reflects an understanding of diversity and the potential implications on practice
Diversity Initiative Effectiveness: A Typological Theory of Unintended Consequences	(Leslie, 2019)	Reflects a broad generalization of diversity initiatives from a different perspective of both intended and unintended consequences
Backlash Toward Diversity Initiatives: Examining the Impact of Diversity Program Justification, Personal and Group Outcomes	(Kidder et al., 2002)	Highlights the potential impacts of diversity initiatives and the cautions from improper implementation
The Radical Transformation of Diversity and Inclusion: The Millennial Influence	(Smith & Turner, 2015)	A more recent look at the impacts of DEI (Diversity, Equity, and Inclusion)

Discussion

Efforts to promote diversity represent just a small part of the broader spectrum of discriminatory issues in business. However, they deserve increased attention to highlight their overall impact on organizations striving to foster improved engagement with minority businesses. According to Gutterman (citation), engagement should be deeply ingrained in the strategy and operations of any organization. He further suggests that organizations must grasp the concerns of their stakeholder community (Gutterman citation).

The findings of this review indicate a significant correlation between awareness and an organization's intentions (Malle et al., 2001). Although there was limited evidence demonstrating a link between intentionality and responsible decision-making, a relevant study employing the Individual Ethical Decision-making model (Rest, 1982) highlighted the connection between awareness, judgment, intention, and behavior concerning moral issues (Le Bon et al., 2017).

Such advancements have proven beneficial primarily in cases where discrimination has been conclusively demonstrated, or where substantial evidence points to discriminatory practices. However, due to the subjective nature of business, there are currently no provisions in federal law to sanction organizations found to have intentionally engaged in inequitable behaviors.

Intentionality

Intentionality refers to the purposeful actions, decisions, and strategies made by organizations based on awareness, beliefs, and values of authority figures. Given the insights gained regarding intentionality and the importance of organizational awareness in shaping business decisions, it becomes possible to evaluate organizational behaviors. Utilizing the conceptual model to be developed in the subsequent research project, intentionality can be assessed based upon several status quo responses upon acknowledgment of discriminatory behavior. *The model will highlight the absence of regulated accountability for organizations and reflect that there are more unfavorable courses of action presented in these options than there are favorable*.

The concept of responsibility for intentionality is addressed by Malle, Moses, and Baldwin, who explore findings suggesting that people's judgments of intentionality and responsibility are influenced by social and cultural contexts, as well as mental states and behaviors (Malle et al., 2001). This context can be applied practically to promote better business engagement. (Bates & Robb) echo these sentiments,

asserting that organizations engaging in discrimination against minority businesses (such as Black-owned businesses) should be held accountable and subject to penalties under federal regulations. Such actions could potentially force greater attention to the acknowledgment of poor business behaviors and the engagement practices necessary to address them.

Conclusions

This Research Question Review identifies critical economic factors hindering the development of Black-owned businesses and provides actionable recommendations for improving organizational business practices. Fortunately, it is feasible that these types of relational barriers may be rectifiable with proper attention to enhancing engagement between organizations and their community of stakeholders. Development of a conceptual model is planned for our theory of Organization Intentionality to define the internal processes that may impact cognitive behaviors from organization authorities who wittingly or deceptively conduct prejudicial selection processes. In terms of understanding, the literature revealed significant potential for defining organizational intentionality – an implicit bias that is warranted because there are no government standards in place to prevent it. Consistent with years past, findings identified many studies related to the issues surrounding inequality for these businesses, but not much academically has been studied on why the phenomenon happens in direct line with organizational behavior, specifically. In addition, there is little to no research literature on governmental involvement that could be taken to acknowledge the problem or the repercussion for not correcting it. Some key findings include:

- Strategic engagement is essential for efforts to repair and/or enhance relationship issues in business practice.
- The issue of Organizational Intentionality can be impacted on Black business owners based on factors that are not controlled by them.
- Responsible decision-making is the process that is most impacted by Organizational Intentionality.
- Organizational Intentionality is acknowledgeable and repairable, if desired.
- Federal regulations can instill sanctions for violators of organizational intentionality.
- Expanding knowledge to improve internal processes and utilize tools that have been developed, Organizational Intentionality can improve overall business relations.
- To make a concerted contribution to this phenomenon, the recommendations below are offered:
- Organizations must consider their corporate responsibility and implement strategic engagement practices.
- Organizations should acknowledge the value of stakeholder communities in order to foster and enhance sustainable business relationships.

A gap exists in the literature on what could be the positive, negative, or neutral business impacts related to Organizational Intentionality. Considering this research focus was on relevance to Black-owned business owners, there were significant limitations on searches prompting the results for other minority groups. With that being the case for this study, it presents sufficient opportunities for future research to see how correcting the issue of Organizational Intentionality can be used for other ethnological study or general business situation of any nature. Additionally, there is the potential of exploring and expanding related studies that have identified established tools designed specifically to help mitigate bias that may affect relationships.

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Review

This article was accepted under the ***constructive peer review*** option. For futher details, see the descriptions at:

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Author

W. "Pete" Shaw has been a substantial contributor to the technological developments for Pinellas County community focused organizations over the past two decades. In addition to supporting and promoting the evolution of artificial intelligence (AI) and cyber platforms, he is also highly motivated by the economic development movement, particularly the potential to foster improved business relationships for the community of Black-owned businesses in the greater Tampa Bay region and surrounding areas. Shaw has set his sights on contributing to the equal economic growth of his local minority business community. Shaw completed the DBA program to acquire skills and literacy that will foster and stabilize a path toward promoting advocacy for the community of minority business stakeholders. He earned an MBA from the University of North Alabama and a bachelor's degree in business administration from the University of South Florida.