

Success Factors in The Carpet Cleaning Industry

Richard Emiliani

Marywood University

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Abstract

The purpose of this phenomenological study is to understand what factors, i.e., education, experience, and a strong reputation, contribute to a professional carpet cleaners' success in the carpet cleaning industry in the 14 counties of Northeastern, Pennsylvania. At this stage in the research, the individuals who have lived the experience of the phenomenon will be generally defined as participants that have over thirty years' experience in the carpet cleaning industry. More importantly, this research will examine whether these participants had any problems obtaining an education or what issues or incidents they had in their years of experience. Other goals of the qualitative research study are to teach individuals about carpet cleaning careers, provide a dataset to explain/teach this qualitative data analysis regarding interviews of experienced carpet cleaners, and coding and identification of themes by using this phenomenological approach to show any bias or transparency in the participants' lived experiences in the carpet cleaning industry.

The qualitative researcher will develop a storyline from the common themes identified from the dataset and link it to deduce the meaning that participants attach through experiencing the phenomena. For example, key themes to be expected from the interviews are candidate's character and innate abilities and education in the carpet cleaning industry. Other themes anticipated are requirements, duties, interpersonal responsibilities of the overall experience and reputation in the cleaning industry. Four theories guide this research phenomenological research study. The first theory is Victor Vrooms Expectancy Theory of Motivation. The second is six approaches resistance to change by Leonard Schlesinger and John Kotter. The third theory is known as Tom Peters and Robert Waterman's Management Theory of Eight Attributes behind running a company. Finally, Edgar Schein organizational cultural theory based on three levels of

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the importance of aligning communication efforts with the artifacts, espoused values, and underlying assumptions will be discussed.

A potential audience who would have an interest in the research study would be an individual just starting out or attending a technical school in the carpet cleaning industry. This research study would also benefit individuals who are in schools for developing programs to teach others about the trade of carpet cleaning. Research within a phenomenological framework is aimed at understanding the lived experience of participants to capture the essences of their combined stories to provide new insights and truths surrounding a particular phenomenon (Quinney, Dawyer, & Chapman, 2016).

Keywords: Education, Experience, Strong Reputation, Professional Carpet Cleaners, Motivation

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The Problem and It's Setting

Introduction

When people look for a career today, going to school and learning what it takes to achieve a career will always take time. Every year many individuals try to be successful in the carpet cleaning industry, but factors and variables to developing an education, experience, and a strong reputation need to be answered. Education can provide the knowledge and understanding of cleaning residential homes. There are a variety of schools and cleaning programs that offer rigorous training in the carpet cleaning industry.

Although education is needed to clean carpets, individuals can use this knowledge to teach in the carpet cleaning industry. “If we, as cleaning professionals, have a solid education as to how to clean all surfaces effectively and to the best of our abilities, we can pass this information on to decision makers, whether these are homeowners, building owners or facility managers” (Carpet & Rug Industry Continuing Education, 2019). Research will then elaborate on how an individual can build a strong reputation in the carpet cleaning industry. Finally, analysis will be conducted on how to be successful in this industry. For example, Zack Academy of carpet cleaning is a source for professional training courses from 605 providers across the United States (New online training course, 2020). Having an education can bring knowledge and determination into the field of carpet cleaning.

The purpose of a carpet cleaning school is to educate consumers, commercial stakeholders, and the industry about carpet and rugs (Carpet & Rug Industry Continuing Education, 2019). A potential audience who would have an interest in this research study would be a trade school student in the carpet cleaning industry. This research study would also benefit

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individuals who have opened a small carpet cleaning business through funds and programs. Most carpet cleaning companies have built their reputation on trust and obligation. Therefore, this paper will examine the relation between a carpet cleaning companies' strong reputation and how to improve employee retention.

The review of the literature will provide the background and context for this qualitative research problem. Important themes such as work experience and a strong reputation will also be examined among the carpet cleaning participants. By using coding and identification of themes, this phenomenological approach will show any bias or transparency in the participants' lived experiences within the carpet cleaning industry. Theories will also explain how individuals can use motivation and overcome resistance to change in the carpet cleaning industry. Another theory will examine how participants can use attributes to improve their company and organization structure. Finally, data analysis in this phenomenological research study will be conducted to form and analyze conclusions.

The goal of this research study is to address what problems and procedures the carpet cleaning participants had using education, experience, and a strong reputation in the industry. The location of the interviews will be on site of the carpet cleaning regional companies in Northeastern Pennsylvania. Carpet cleaners with years of experience gain trust and loyalty through coordination with each situation they encounter (Hesari, Shadiardehaei & Shahrabi, 2021). This research study will examine the structure of the interview between carpet cleaning companies' participants and the researcher.

Using a phenomenological interviewing method, the purpose of this study is to understand what factors, i.e., education, experience, and a strong reputation, contribute to a

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professional carpet cleaners' success in the carpet cleaning industry in the 14 counties of Northeastern, Pennsylvania.

Literature Review

Being successful in the carpet cleaning industry can go many ways. Having an education can bring knowledge and determination into the field of carpet cleaning. Experience can help an individual accomplish a goal in the carpet cleaning industry. One important objective is to build a reputation with new and existing customers.

Education Factors in The Carpet Cleaning Industry

Educational programs are used by hundreds of cleaning professionals across the United States. At carpet cleaning schools, students can learn to develop problem solving techniques. For example, using the latest carpet cleaning technology can improve a working environment. Carpet cleaning technicians use management software to teach students about the harmful effects of bacteria in the air. Lectures are then used to show students how to properly clean and extract dirt from a soiled carpet. Schools in the carpet cleaning industry use different levels of education to teach people about the effects of carpet cleaning. Carpet cleaning schools also provide basic training in using chemical products. Certifications and inspection programs are used to train technicians about the effects of combining formulas to clean carpets.

Teachings Programs at Each Facility

In the carpet cleaning industry, schools use commercial buildings as training facilities for students. The carpet cleaning instructors teach students about price sensitive segments in the carpet cleaning industry. These programs can help an individual address any problems associated with giving a base price to any carpet cleaning customer. Students are taught about price

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objectives and how to offer reasonable methods of payment. Carpet cleaning schools can offer financial help to all students. These programs teach basics accounting methods to students.

Courses are set up to satisfy the educational wants and needs of any individual looking to pursue a career in the carpet cleaning industry.

Learning How to Start in the Carpet Cleaning Industry

Starting in a business requires buying appropriate equipment and chemicals to start in the carpet cleaning industry. In carpet cleaning, a technician needs to understand the startup costs that are involved in building a company. One way of getting start-up capital is through angel investing or venture capital (VC) methods. The primary difference between a venture capitalist and an angel investor is whose money is being invested: VCs invest capital controlled by a venture capital fund or firm, while angel investors invest their own money. Although startup capital is hard for individuals to secure, there are only a hand full of ways to acquire these funds. Financing and raising capital are a critical aspect of establishing and growing a carpet cleaning business. By understanding the core principles of startups costs, an individual can make informed decisions and secure the necessary funds to thrive in the carpet cleaning industry.

Implementation of the strategies will require an individual to invest a lot of time and energy in the field of carpet cleaning. In the short run, it is difficult to increase customer satisfaction. However, in the long run can provide an opportunity to build a relationship with new and existing customers. “If a problem occurs, has a positive outlook on the situation” (Lahdesmaki & Siltaoja, 2010, p. 208). The carpet cleaning industry is filled with knowledge, but with hard work and determination it can provide a rewarding career for any individual.

Experience is Important to Run a Business in the Carpet Cleaning Industry

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Carpet cleaning companies try to build rapport with new and existing customers. Experience can demonstrate knowledge and gain long-term relationships with a client. This can create word of mouth advertising in the carpet cleaning industry. Customer relationships are an important factor for building experience in a company. Carpet cleaning technicians can use long lasting relationships to build a successful company. By using new products, a carpet cleaning technician can gain customer satisfaction. The useful life of carpet can almost always be extended by choosing an appropriate cleaning method. Most carpet cleaning professionals use steam cleaning method. However other methods include shampooing, absorbent pad, or bonnet cleaning which is a process that is generally reserved for restoration work. The dry foam methods and the absorbent-compound or dry extraction method are also becoming more popular as many manufactures stipulate these types of methods as addition to their warranties (Littleson, 1997, p. 1).

Methods in the Carpet Cleaning Industry

Newer methods of carpet cleaning can extract soiled areas without heavy based equipment. Methods such as foam and hydrogen peroxide products allow the carpet to be damp in a cleaning extraction. These methods are faster and improve cleaning time by just one hour in a residential home. However, traditional methods are still being used in the carpet cleaning industry. Carpet cleaning technicians are trying to combine traditional methods with new technology. Experienced carpet cleaners rely on older methods to be the most effective while trying to improve employee retention.

Businesses Associated with Carpet Cleaning Schools

The carpet cleaning industry is filled with experienced professionals with years of hard work and determination. Experience can be used as an advantage in the carpet cleaning industry.

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Creating important decisions for any situation is very difficult to achieve. Striving to be an expert carpet cleaner takes time to accomplish in the carpet cleaning industry. Every carpet cleaning company creates their own values and goals in the industry. Goals, such as hard work and determination are the value driven principles for each company. Although training was needed to accomplish their ambitions in carpet cleaning, each company sacrificed their time and patience. However, regional carpet cleaners know what it takes to be competitive in the carpet cleaning industry.

A Strong Reputation is Needed in the Carpet Cleaning Industry

This can be a very important aspect to be successful in the carpet cleaning industry. Professional carpet cleaners will always try to establish customer base loyalty with new and existing customers. This could be accomplished through advertising or frequent communication channels in the industry. A social media platform is an effective way to build consumer confidence. The carpet cleaning industry can provide many highly trained technicians. Most experts will use a variety of cleaning methods to properly extract dirt from any type of carpet. Reputations coexist with the strategic objectives of any carpet cleaning company.

EDUCATION IN THE CARPET CLEANING INDUSTRY

There are a variety of schools and cleaning programs that offer rigorous training in the carpet cleaning industry. Programs at each facility can range from mold specciation to treating water damage in a residential home. The courses can range from a two-year associate degree to a four-year bachelor's degree in cleaning restoration. Students can learn from highly trained instructors that have years of field experience and knowledge in the carpet cleaning industry. Each course offers certification for different levels of carpet cleaning.

Schools For Individuals Learning the Carpet Cleaning Trade

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The Cleaning Management Institute provides students the opportunity to learn hands on training from instructors. The Cleaning Management Institute (CMI) is a professional society dedicated to education, training, and career improvement for the facility maintenance industry (Cleaning & Restoration Course Catalog). Once certification is accomplished, CMI can teach individuals the proper cleaning methods in the industry. The school's goal is to be a source for facts about carpet and rug cleaning. However, this school is best known for teaching the fundamentals of mold and water damage. Keeping up with the latest techniques in the carpet cleaning industry can motivate and improve employee retention. Education and training are a key aspect of any working environment. Furthermore, individuals that are professional can increase job satisfaction and help employees become motivated in the carpet cleaning industry.

Teachings At the Cleaning Management Institute

The school was established in 1964, for the educational development of cleaning and maintenance professionals. The Cleaning Management Institute is located at 19 British American Boulevard West Latham, New York. With more than 40 years of knowledge in maintenance programs, the school provides the opportunity to learn from trained professionals in the carpet cleaning industry.

The school teaches an individual the right and wrong way to professionally clean a carpet. Communication is important in the carpet cleaning industry. It can allow people to have an open relationship with their instructors. For example, Matt Moberg is a carpet cleaning and restoration instructor at the Cleaning Management Institute. His lectures include mold removal and air containment specifications in heated buildings.

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Although carpet cleaning is hard to understand, instructors want students to be open minded in the working environment. This type of knowledge can be found in the Supervisor Certification Course at the Cleaning Management Institute:

One of the important by products in the evolution of the custodial profession is CMI's Custodial Supervisor Training and Certification course. It is truly a milestone in our profession. The course is divided into three sections, each of which covers a particular area of supervising and managing custodial maintained work. Each section also has a certification exam; the final exam at the conclusion of the course covers all the information that has been presented. (Specialty Training Programs, 2018)

The facility provides each student with a handbook on soil prevention in parking lots, and the internal structure of a building. One program offered at the Cleaning Management Institute includes the Custodial Technician Training and Certification Program. The program was developed by CMI more than 20 years ago and has been helping individuals in the carpet cleaning industry. Another key aspect of the program teaches basic and advanced skills in all areas of commercial building cleaning. CMI's Custodial Technician Training program will: enhance a company's image, improve morale, and reduce turnover, motivate employees, and recognize achievements and provide advancement opportunities, evaluate employee performance according to set standards, identify areas that require additional training (Custodial, 2018).

Teachings at the Restoration Industry Association Online Academy

Another school in the field of carpet cleaning is known as the Restoration Industry Association Online Academy. This is the largest trade school in the carpet cleaning industry. The school is in a small community located at 12339 Carroll Avenue, Rockville, Maryland.

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It represents many individuals in the cleaning and restoration industry. RIA provides credibility, education, and business improvement events to maximize industry exposure and to advance knowledge in the cleaning and restoration industry. With an extensive network of professionals working towards similar goals. This school has become a trusted resource of knowledge for those involved in cleaning and restoration (Membership, 2007).

The Restoration Industry Association Online Academy offers advanced certification in water loss specialist, mold specialist, mechanical hygienist, and fabric specialist. These programs provide essential information to the distance learning community. Although the school is based on webinars for communication, students have the advantage of learning at a quicker pace than in person courses. RIA is committed to promoting the highest ethical standards; providing education, professional qualification, and certification opportunities; water damage restoration, rug, drapery and upholstery cleaning, air quality and mold id/removal, mechanical systems hygiene, and more (New online, 2020).

With water damage restoration training, students can learn disaster planning tips to solve any given situation. “Disasters come in endless varieties sewage backflows, lightning strikes, earthquakes, wind damage, fires and hurricanes or even burst pipes. Whatever the cause, everything stops abruptly” (The Restoration, 2011). Smoke and water damage problems are very complicated in the carpet cleaning industry. The restoration of cleaning homes has become popular for students that are in smaller segments at the Restoration Industry Association Online Academy.

The Carpet and Rug Institute

The Carpet and Rug Institute teaches individuals about the different fibers and soils in the carpet cleaning industry. “The Carpet and Rug Institute offers continuing education units

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(CEUs), which have been certified by the Interior Design Continuing Education Council (IDCEC). These one-hour courses were developed by the members of CRI” (Carpet & Rug). Based at 730 College Drive Dalton, Georgia the Carpet and Rug Institute is a nonprofit association. The institution wants to teach students about testing phases in the carpet cleaning industry. Different carpets can range from new to old depending on the type of rug being cleaned. Once the testing phase is completed, the technician can begin cleaning the carpet.

For example, the carpet construction course teaches students about the ph. levels in the air. According to Christa McCain of M&M Floor Covering Inc, “Carpets must have to be tested to ensure that a carpet is leaned properly, to level off the years of dirt on the rug.” At the Carpet and Rug Institute, students are involved in aggressive training to clean carpets. Programs at the facility usually are completed within two years. Courses depend on the level of education everyone has prior to applying at the Carpet & Rug Institute.

Teaching Programs

One course that is taught at the Carpet and Rug Institute explains the different fibers and yarns that are in a piece of carpet. “This course on fibers and yarns is part of a six-presentation series on carpet manufacturing. The other classes cover other aspects of carpet manufacturing. Carpet construction, dye methods, carpet specification, carpet testing methods, and backing and finishing” (Carpet & Rug, 2019). Different dyeing methods are taught to ensure that a carpet cleaning technician can understand the color formations to apply while cleaning a carpet.

Testing a carpet is a very important method to use by a carpet cleaning technician. The Carpet & Rug Institute wants students to test the carpet before using a cleaning method. Another course teaches students the knowledge of having a good maintenance program. “Seal of approval

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testing program has five elements: soil containment; vacuuming spot, spill removal system, interim cleaning, and restorative cleaning” (Kennedy, 2018, p. 25).

The seal of approval program requires, “high-traffic carpet areas should be vacuumed daily, using vacuums certified by the Carpet and Rug Institute (CRI) seal of approval and its green label certification process” (Sustainability, 2008). This course provides carpet recycling initiatives to clean the rug thoroughly. Seal of approval program offers the basics on rug manufacturing so that a carpet is cleaned in good a vented area inside a residential home. Cleaning a rug with proper equipment is an important part of cleaning a carpet. Additionally, a carpet should be vacuumed before any other carpet cleaning process is undertaken, including extraction or encapsulation. Individuals that have a truck mounted carpet cleaning system should take extra precautions when attempting to clean a carpet. Basic vacuums should be maintained and adjusted properly. This means that hoses should be free of debris, brushes should be in good working order, and vacuum bags should be checked and replaced regularly (Bodo, 2012, p. 46).

The Institute of Inspection Cleaning and Restoration Certification

The Institute of Inspection Cleaning and Restoration Certification wants to help students expand their education. Students with existing degrees can learn from highly trained instructors with years’ experience in the carpet cleaning industry. Carpet cleaning technicians that want to receive continuing education can go to the Institute of Inspection Cleaning & Restoration Certification for proper training. The facility is located at 2715 East Mill Plain Boulevard, Vancouver, Washington. The school provides “Present accurate information to consumers and conduct business with honesty and integrity” (Benefits, 2020). Although the school requires every student to have a chaperone for every course, this form of teaching prepares students for the real world of carpet cleaning. The Institute of Inspection Cleaning & Restoration

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Certification maintains liability insurance to protect all parties in the event of an accident. This can provide safety for every student in the field of carpet cleaning.

Teachings Programs Offered at the Facility

Programs that are taught at The Institute of Inspection Cleaning & Restoration Certification run over the course of a year. The bridge point system is a course that measures the age of carpet in residential homes. “Fast track oriental rug cleaning is used with bridge point systems” (Cleaning & Restoration, 2010, p. 5). The facility wants to teach students about asthmatics and chemicals that are in the air while cleaning a carpet. The “basic bio technician, bio asthmatics cleaning systems of America. Asthmatics and carpeting companies should advise about cleaning operation, including adequate warnings about excess risk from the home” (Haines et al, 2019, p. 2).

Different courses involve experimentation with cleaning upholstery. The Institute of Inspection Cleaning and Restoration Certification offers upholstery cleaning, “Bridge point systems-credits and upholstery cleaning teaches about the essential of cleaning furniture. Spot remove and cleaning a piece of furniture requires a lot of work to clean efficiently” (IICRC, 2018, p. 5).

LEARNING HOW TO START IN THE CARPET CLEANING INDUSTRY

Education in schools can pave the way for developing a strategy in the carpet cleaning industry. Learning how to accomplish this incentive can show a carpet cleaning technician the effective way of cleaning residential and commercial buildings. Strategies must coexist with developing a marketing plan of action in the carpet cleaning industry. Carpet cleaning businesses are always looking to boost demand for their services. When it comes to creating a marketing plan, implementing the right strategies will help an individual attract new customers, build a

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brand, and expand a customer base. Running a successful carpet cleaning business starts with providing outstanding service. How does an individual make sure that word-of-mouth spreads in a service area? Carpet cleaning companies need a solid digital marketing strategy to reach new customers and grow their small businesses. Once a plan is outlined and discussed, a strategy can be implemented. This process can give assurance that the strategy is clear and deceive.

Important Aspects to Developing a Strategy in the Carpet Cleaning Industry

Carpet cleaning businesses have developed and implemented strategies across the United States. With the carpet cleaning industry growing all over the world, strategies are very important to the survival of a business. However, a (1987) study, by Starting a Business: The Government Connections stated,

A single entrepreneur simply decides that today he or she is in business and the business is created (although it may not legally be able to do business at the point). In essence, in a sole proprietorship the business and all the assets and liabilities belong to the owner.

(Ryans, 1987, p. 22)

One strategy involves using traditional equipment to clean carpets with steam cleaning. Truck mounted and chemical cleaning is a common strategy that is used in the industry. Last year, more than 600,000 small businesses firms were started in the United States, according to the Small Business Administration. “Trouble is, only half will survive beyond five years” (Starting, 2012, p. 10). A commercial job usually requires a truck mounted machine; therefore, it requires a bigger investment. Businesses are typically different— the ecosystems involved are very complex, so they cannot be tested or researched to anything like the same degree of certainty. On occasion one must act quickly and based only on gut instinct (Fletcher & Bourne).

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One key aspect in the carpet cleaning industry is to obtain a business license to operate a business. It is necessary that the buyer be capable of running a service business. Developing a marketing campaign is a good opportunity for individuals to attract new customers. In the carpet cleaning industry, word of mouth advertising is a strategy to attract consumers to the market. Relying on one source of advertising is never a good strategy in an industry. According to Starting a Business: The Government Connections:

Businesses licenses are obtained at city hall, usually from a license department.

Generally, a business may use any name it chooses; however, any business using a name other than the actual name of its owners must file proof with the county that a fictitious name statement (also known as doing business as) has been published as requires by law. (Ryans, 1987, p. 25)

The buyer can decide what rate to charge to their customers in the industry. Most carpet cleaning businesses charge by the hour to make a profit. Pricing can shift a strategy in the carpet cleaning industry. Deciding on rates for services can benefit a carpet cleaning strategy. Some businesses charge a flat fee per room, others charge depending on the conditions of a particular job. There are many forms of investment to start companies ranging from a credit card or bank loan, angels (private investors), institutions or venture capital. A common metric used by investors as part of evaluating a company is to ask the founders what money and time, they are willing to invest in the company (Fletcher & Bourne, 2012, p. 2).

Learning how to start a job in the carpet cleaning industry can be difficult to accomplish, for an individual in the working environment. Carpet cleaners will sometimes have trouble collecting money from customers in the industry. Accepting credit cards and checks: give customers the convenience of payment:

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Good records will help keep track of deductible expenses, prepare tax returns and support items to report on tax returns. Good records will also help monitor the progress of business and prepare financial statements. The type of business that operates also determines what types of taxes will pay and how to pay them. A business typically needs to get an Employer Identification Number to use as an identifier for tax purposes.

(Starting, 2012, p. 10)

EXPERIENCE IN THE CARPET CLEANING INDUSTRY

Carpet cleaners with years of experience gain trust and loyalty through coordination with each situation they encounter. For example, customers might ask how effective a cleaning method can be within a small business. Carpet cleaning methods involve the latest cleaning technology to ensure every job is done productively. A cleaning professional needs to learn about the areas of using sustainable cleaning products, equipment, practices, and procedures in the industry. Areas to consider include a product's performance, sustainable attributes, and cost of use. Products are designed and developed to reduce or eliminate the use of hazardous chemicals and consider environmental health (Sustainability, 2008).

Experience Leads to Understanding Different Methods in The Carpet Cleaning Industry

Different methods of carpet cleaning are used in a variety of ways. Carpet cleaning with more than one method gives a technician an advantage in the industry. This advantage involves gaining experience with learning the right way to clean a carpet. Older ways of cleaning carpets took time and determination to make sure the job was complete while cleaning a residential home. Technology has provided newer methods of carpet cleaning. Carpet cleaning, carpet shampooing, hot water extraction, dry steam cleaning, and compound cleaning are a few of the names used for basically getting dirt out of a carpet. This can be very confusing for individuals in

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the carpet cleaning industry. To make matters worse, these words are often used incorrectly, sometimes used deliberately to mislead an individual. The traditional methods are dry compounds, foam, hydrogen peroxide-based products, and encapsulation.

Dry Compounds

This carpet cleaning method is used to simply apply chemicals to soil prevention equipment. The method can be used for interim and restorative cleaning. A simple vacuuming or pile lift removes the compound along the soil. This method involves the use of a scrubbing machine, which injects a hot water solution through a set of brushes that rotate in opposite directions. The carpet is then allowed to dry, and the solution, along with the dirt, is removed by vacuuming. “Often, this method is used as a steam method for cleaning carpets that are highly soiled and cleaned no more than once a year. The shampoo method can lead to the fraying of the carpet yarn, giving the carpet a fuzzy appearance” (Littleton, 1997, p. 2).

Carpeting can be rough or light, depending on traffic areas in a room or building. In a rough traffic area, compounds can break the particles up in the soiled area. Most dry compounds come with instructions to apply the chemicals to the carpet. The applying time can take up to two or three hours for the chemical to work effectively. Carpet cleaning professionals avoid over wetting or using too much detergent when cleaning the carpet. This can cause re-soiling, attract dust mites, and promote mold growth. Limiting the use of disinfectants can contain active ingredients that are inherently toxic to humans. Disinfectants have been designed and approved for use on hard surfaces and are not widely approved or effective on carpet. Select high-performance sustainable carpet cleaning products that are independently third-party certified (Sustainability, 2008).

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Carpet cleaners with years of experience have tried to combine dry compounds with other detergents in soiled high traffic areas in residential homes. In traditional methods of drying compounds, chemicals were used to take color out of a carpet. In high traffic areas, colors could be removed from carpet with extraction from a vacuum. Colors in carpet are known to have heavy based particles that trap soil in pockets. These particles create friction to release the chemical onto the carpet.

Cleaning professionals also try to clean carpets affectivity by traffic lane cleaning. Soil prevention can be eliminated in a variety of ways. With traffic lane cleaner, dry compounds can be added to remove particles from a carpet. A traffic lane cleaner can act as a dissolver to mix chemicals with detergents. Although carpeting is designed to trap and hide soiling, it does eventually reach a saturation point, at which point darkening and other telltale signs of damage begin to appear. In some cases, cleaning professionals may use spotters and stain removers to clean and repair these darkened areas. However, in most cases, “the carpeting areas that tend to be affected by traffic-lane soiling are far too large to be cleaned effectively with spotters or removers; such issues generally require more extensive treatment options” (Baxter, 2011, p. 24).

Foam

This carpet cleaning method can be applied to a minimum moisture system used for restorative cleaning. Foam is a bio dissolvent that breaks up particles in a carpet. Dissolvent's are highly used in extraction equipment with chemical protection. Foam acts as a soil prevention to protect areas from toxic substances in a carpet. The foam is generated inside exaction equipment by mixing cleaning solution with pressurized air. Once the pressure builds in a machine it sends through a hose to the carpet. Some carpet cleaning professionals prefer portable extractors that only contain cleaning solution and water that is more than 200 degrees Fahrenheit. These

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extractors have powerful vacuum systems and use very little water during the extraction process of cleaning a carpet. It is always easier to remove surface dirt from a carpet than embedded dirt. Therefore, it's recommended that light cleaning with a vacuum cleaner be done every day on each carpet or rug so that dirt and dust deposited on them will be removed before it has a chance to work its way down (Part II. Carpet Cre and Maintenance, 1962, p. 75).

Foam can be used to break up the particles inside a carpet. With the proper equipment, foam can be used to clean heavy traffic areas inside of a home or residential area. The bio-dissolvents in foam loosen the fibers inside of a carpet. This method brings the dirt to the top of a carpet once the water temperature reaches 200 degrees Fahrenheit. Water loosens the carpet to make foam bond to the carpet.

Hydrogen Peroxide Based Products

Cleaning chemicals are known to have hydrogen peroxide-based products. This method of carpet cleaning has been around for many years in the United States. Almost 85 percent of carpet cleaning consists of using hydrogen-peroxide to break up the particles deep in the fibers. These products use oxygen to break up the dirt particles inside a carpet. Hydrogen peroxide is a liquid that is clear on carpet but can be effective in water. Once diluted, the solution can be white in color on a carpet. Due to its oxidizing properties, hydrogen peroxide can be used as a bleach or cleaning agent. This minimum moisture method involves the application of a dry, absorbent cleaning compound that is worked through the pile with agitation. The soil is suspended in the foam and is removed as the carpet is vacuumed. As with the dry foam method, this method is good for delicate carpets with normal soiling. An added benefit is the fact that almost no moisture is used in this method. The problem is that on many carpets, particularly in common-

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area carpets, heavy traffic patterns will appear when using the dry methods (Littleson, 1997, p. 43).

Hydrogen peroxide-based particles use oxygen to destroy stain molecules. Hydrogen peroxide is most commonly available as a solution in water. It has long been known that hydrogen peroxide can be an effective carpet cleaning method without being harmful to the user. “The most common carpet fibers include nylon, poly propylene, pet, polyester, and wool. Although all are appropriate for certain applications, the performance characteristics of nylon make it the most common fiber type for commercial applications” (West, 2005, p. 37). However, this chemical has been a stable cleaning detergent of commercial disinfectant cleaners. This cleaning method can generate effective cleaning results once this method is applied to a carpet.

The ph. levels in this carpet cleaning method can have dangerous repercussions if used improperly. Eye damage can occur if applied to the hands and skin of an individual in the carpet cleaning industry. Most bottled substances come with proper instructions on how to be cleaned mythology. Once this product penetrates the fibers of a carpet, it is known to break up dirt particles. This carpet cleaning method is known to work deep within the fibers of a carpet. Unlike other cleaning products, hydrogen-based liquids can use oxygen for dramatic cleaning results. When cleaning products are used, individuals can blot the area afterwards to remove all residues. Repeat blotting to get the carpet as dry as possible. After having blotted repeatedly and lifting as much of the stain as possible, place a stack of clean white towels over the spot. To improve drying place a weight on the towels overnight to press them firmly against the carpet. Carpets and rugs, like all pile fabrics, are subject to shading. The pile in a new rug stands nearly vertical (Specialty Carpet Problems, 1963).

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Hydrogen peroxide-based cleaning can work within seconds of applying the product to a carpet. One important aspect of this cleaning method is the order evaporation in a carpet. Odors can eliminate once the oxygen is used to clean a carpet. The cleaner breaks down the smell and neutralizes the particles in home or commercial building. The solvent can penetrate surfaces to deliver oxygen for a deeper cleaning. Urine odor and bacteria will be destroyed once the product is applied to a carpet.

This type of cleaning can be effective when used to treat water and air particles in the carpet cleaning industry. It can be suitable for use in water damage restoration situations to remove stains from mold and mildew on porous and non-porous materials. Hydrogen peroxide-based cleaners contain no dyes or perfumes. Industrial cleaners that contain this cleaning method are supplied in a powerful, ready-to-use formula that can be applied directly to a carpet. This is the maintenance reaction to an unplanned incident and always should involve immediate action. “In general, any solids should be scooped up gently. Wet areas should be blotted with a white towel, working from the outer edge of the spill toward the center. When using a spot cleaner, take special care to remove stain material and detergent, as well as any remaining moisture” (West, 2005, p. 38).

Encapsulation

A strong advantage to using this method is to low moisture. Low residue cleaning products are applied using a sprayer and a counter rotational brush machine after a normal vacuuming. This process can be an effective way to clean a carpet. Carpet cleaning in commercial areas is usually cleaned with encapsulation. Large areas such as buildings contain commercial rugs that consist of small fibers. These carpets have low pockets of molecules that keep the dirt on top of the fibers. The preferred method of many manufacturers is encapsulation

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cleaning. In this method, the carpet is vacuumed to remove dry particulate soils and then a chemical is misted onto the carpet, brushed in with cylindrical rollers and allowed to dry. The chemical contacts the sticky, oily contacts that are held to the fibers with a fluid bond, removes the soil from the fiber and holds it in suspension. The encapsulation chemical with the suspended soil then dries to a flaky, nonstick crystal that can be vacuumed away at the next scheduled vacuuming (Bodo, 2012, p. 45).

This method of carpet cleaning can be easily applied to clean an apartment or unit structure. These machines offer many advantages in the car industry. For example, a low encapsulation machine allows a carpet cleaner to be mobile in apartment buildings. A carpet cleaner can complete a job at little or no cost in each situation. The drying time for this carpet cleaning process is relatively fast compared to large extractors. Carpet cleaners use these machines to eliminate the residue on commercial areas rugs. This cleaning process leaves the carpets dry and ready for use in approximately 30 minutes. Although the format is very low cost, carpet cleaners use these machines to treat the rugs with odor resist chemicals. Low moisture carpet extractors are relatively new to the professional carpet cleaning industry. Only a handful of carpet cleaning manufacturers are producing them. Some of the machines look like traditional portable extractors; others resemble large, upright vacuum cleaners. Low-moisture extractors use about 1 gallon of water per minute, which is considerably less than older extractors. With low-moisture extractors, carpets can dry in as little as 30 minutes, depending on the weather and other environmental conditions (Kravitz, 2006, p. 44).

Since the encapsulation machines do not require the time or cost of running long hoses or being mounted to trucks, cleaning can be performed at a lower cost. Encapsulation process does not attract soil to the top carpet. It keeps moisture on the carpet so that it is easier to extract the

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dirt from a commercial building. Most encapsulation methods require different cleanings extractions from a carpet. For example, wool rugs will need to have custom products to clean the fibers within the carpet.

Most carpet cleaners have a special encapsulation process to extract the dirt from hand woven rugs. Although encapsulation is a fast way to sanitize a carpet, special rugs can be difficult to clean. Oriental rugs require the use of encapsulation to extract the dirt from the fibers of the carpet. These rugs are hand crafted with velvet fibers. The encapsulation cleaning method can restore the fibers within the carpet.

Low Moisture Extractors

The carpet cleaning industry contains low moisture extractors to clean the deep fibers within a carpet. This cleaning process has many advantages to cleaning any type of carpet in a residential home. Almost 65 percent of carpet cleaners use low moisture extractors in the carpet cleaning industry. Different extractors can contain cleaning products to properly fight the molecules within a carpet.

Hot water extraction is another term to describe this cleaning method. This cleaning process involves truck mount equipment to effectively clean a carpet in the industry. Low moisture extractors use steam cleaning to loosen the dirt from the bottom of a carpet. Steam cleaning or water extraction is probably the most common method today because it can be used on most types of carpet, is economical, and is a rather easy process to perform. The name is somewhat of a misleading term because there is never any steam involved in the process. The method works by injecting hot water under pressure, into the soiled carpet. The water is then immediately extracted either by a canister vacuum or a truck mounted extraction machine (Littleton, 1997, p. 43).

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Low moisture extractors can weigh between 50 and 100 pounds. Depending on the chemical being used, hot water extraction can restore the fibers in a carpet. This low moisture extractor method can be used to clean grout and tile from a home or commercial building. The steam can leave little or no residual waste once the extractor is running at a certain rpm. “They may spread soils and cause recoiling and are not designed to reach into carpet fibers to remove deeply embedded contaminants. To do this, a carpet extractor particularly a hot water machine is required” (Baxter, 2011, p. 26).

Most carpet cleaners use steam cleaning to break up the molecules in the dirt. Loose composites of dirt and grime can build up in a carpet over time. Once the molecules are broken up inside the carpet, a low moisture extractor can create a vacuum to suck out the loose deposits of residual waste. Finally, cut pile carpets can be raked with a grooming tool to remove wand marks and speed up the drying process within a couple of hours. Blowers, fans, and the facility's heating, eventuating, and air conditioning system can be used to speed this process. Extractors should be maintained after every use by emptying recovery and solution tanks, and cleaning brushes and vacuum shoes. Jets should be removed weekly and allowed to soak overnight in a 50/50 mixture of vinegar and water to remove hard water deposits and ensure a proper spray pattern (Bodo, 2012, p. 46).

Eight Attributes Associated with Experience in the Industry

Experience can be the foundation for creating businesses in the carpet cleaning industry. The level of experience can be used to show other individuals the proper way to clean a carpet. In the book “In Search of Excellence”, Tom Peters and Robert Waterman found 8 common themes which they argued were responsible for the success of 14 identified companies of “excellence.” The framework is known as the 8 Attributes of Management Excellence. Carpet

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cleaning can use the eight attributes to solve a situation or achieve success in the carpet cleaning industry.

These attributes are based upon years of research that have shown what a company must do to be successful in the long run. A *bias of action* is to take authority in a situation. The companies should learn to stay *Close to the customer*. Innovation and leadership are what make a company strong in *autonomy and entrepreneurship* in the working environment. “Hence, correlations of wage contours such as industry and firm size with executive compensation may imply that boards use wage contours to overcome boundaries on their abilities to estimate executive productivity rather than that the boards have been co-opted” (Langbert, 1990, p. 23). A company can use *Productivity through people* to reach goals within the company. Being innovated is only half of the *Hands-on, value driven* in a company. *Stick to the knitting*. While there were a few exceptions, the odds for excellent performance seem strongly to favor those companies that stay reasonably close business they know. *Simple-form, lean staff*. The underlying structural forms and systems in the excellent companies are elegantly simple. *Simultaneous loose-tight properties*. The excellent companies are both centralized and decentralized (Natemeyer & McMahon, 2001, p. 466).

A Bias of Action

A situation can happen at any time in a small carpet cleaning business. Once a situation occurs in the carpet cleaning industry, businesses owners need to take action to solve the problem. This characterizes a company that can get things done i.e., one that adopts a “ready, shoot, aim” philosophy. There is also a strong focus on communication. The Bias for Action attribute increases knowledge, interests, and commitments. Taking immediate action to stop a problem can have a positive influence on other employees. For example, if an employee is

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demonstrating a negative reaction to a problem, a carpet cleaner with years of experience can show the proper way to solve the situation.

Using Productively Through People to Reach Business Goals

Reaching goals can be a difficult thing to accomplish in the carpet cleaning industry. Carpet cleaning can be used to show employees that goals can be achieved through other individuals. A carpet cleaner can use knowledge to show employees the way to properly clean a carpet. However, the situation gets a bit more complicated when it comes to tasks such as carpet cleaning. Maintaining carpets can require frequent cleaning and sometimes using very powerful cleaning chemicals. But what often happens is the executive areas of facilities, where carpets tend to stay relatively unsoiled, get more than their fair share of attention. Carpet cleaning should be prioritized: clean those areas that get more soiled more frequently and the less soiled areas less frequently (Ashkin, 2010).

Autonomy

This can make a small business grow, by creating long-term relationships with the customer. Interdependence can be hard to accomplish within the carpet cleaning industry. Carpet cleaning is about communication between the customer and employee. Carpet cleaning can be a positive way to influence individuals to build long-lasting relationships with new and existing customers. Powerful relationships can be used to build a solid business in the carpet cleaning industry. A carpet cleaner can develop a plan to make those connections grow and work with customers. Risk taking, innovation, “bootlegging,” and “championing” are highly encouraged in a company of excellence. Failure is completely tolerated. Employees are never penalized when they take a risk and things go south. Successful product or program champions rise quickly up the ranks.

Hands On

Value driven in a carpet cleaning company can show employees that right way to clean a home or residential building. Showing an employee how to operate equipment and use clean products can improve goals within the carpet cleaning industry. For example, using many products can increase the cleaning methods for any carpet cleaning company. Individuals should limit the use of disinfectants in the carpet cleaning industry. Disinfectants contain active ingredients that are inherently toxic to human and aquatic life and are not the most effective in getting the best cleaning results. Products can be used to expand the life of carpet. Cleaning companies are also creating healthier work environments by introducing sustainable carpet cleaning products. They are safer than traditional cleaning products for human and environmental health without sacrificing performance.

There are many high-performance professional carpet cleaning alternatives, formulated without harsh alkalis, aggressive, or flammable solvents the lack of which are safer for cleaning professionals and building occupants alike. Educate cleaning professionals about the value of using sustainable cleaning products, equipment, practices, and procedures (Mcfadden, 2008, p. 25). This attribute embodies the company philosophy and values of excellence companies. Two common key values were striving to be the best and delivering superior quality and service. Individuals should be clear on what our company stands for. Leaders are seen as positive role models. They are also highly visible across the organization.

Stick To the Knitting

The odds for excellent performance seem to strongly the companies that stay reasonably close business they know. The carpet cleaning industry can introduce new opportunities for any

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employee. For example, the introduction of a new product can pose new challenges in the field of carpet cleaning. Do not use products marketed for sanitizing carpeting. Claims are limited and do not eliminate a wide range of disease-causing microbes. Active ingredients in sanitizers can harm the environment and damage carpet fibers. Uses of products that claim to sanitize carpet do not provide good protection. These challenges can be large or small depending on the situation. Most carpet cleaners will test a new product before trying it in the carpet cleaning industry. Testing a product can increase customer satisfaction in long term relationships.

Simple Form, Lean Staff

Having a simple process in carpet cleaning can increase the odds of customer satisfaction. Carpet cleaning is a simple form of operation when completing a job or situation. Showing a process can be a simple form of communication between the employee and experienced professional. Once a simple form of communication is put into the place of the carpet cleaning industry, a lean staff is needed to carry out the objective of the company. Many facilities have carpets cleaning throughout the year, with certain areas cleaned on a set schedule. This may work in some parts of a building if those carpeted areas do need to be cleaned, but what often happens is the executive areas of facilities, where carpets tend to stay relatively unsoiled, get more than their fair share of attention. Carpet cleaning should be prioritized: clean those areas that get more soiled more frequently and the less soiled areas less frequently (Ashkin, 2010). Organizations of excellence have simple, decentralized organizational structures. People are known by who they report to. The structure is “flat” with minimal top-level, management staffing. Also, organization realignments and restructuring seldom occur in carpet cleaning companies.

Simulation Loose Tight Properties

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The carpet cleaning industry provides the opportunity for a company to give its employees more control over other aspects of the industry. Instead of operating in one location, a carpet cleaning firm can use demographics to locate their long-term customers. Being centralized can limit an opportunity for growth in geographical areas. Carpet cleaning companies can decentralize their work force. For example, opening more business facilities can improve time between job locations. There is tight financial and strategic control, but decentralized authority. The key values of the organization are articulated and known. All employees are charged with tightly adhering to these values but are given leeway as to how the daily business is performed. The excellent companies are both centralized and decentralized. Decentralized firms are becoming increasingly popular in the carpet cleaning industry. It can allow employees to improve their performance by being able to act and make decisions on their own. One advantage of decentralization is allowing employees to make decisions based on their knowledge and experience in the carpet cleaning industry.

Close To the Customer

Companies of excellence highly value where customers are the number one priority. There is an obsession with quality, reliability, and customer service. There is a constant emphasis on customer satisfaction. A small business can learn to adapt to these expectations in the carpet cleaning industry. Building strong customer relations can create strong word of mouth advertising for a carpet cleaning business.

Setting up lines of communication can help build strong customer loyalty. Building customer relationships can be very important to business growth in the carpet cleaning industry. Providing customer support is one way to gain consumer confidence for a small business. Most carpet businesses want to learn how to adapt to the customer's needs and wants at each job

location. A carpet cleaning technician must find a way to understand the needs and wants of each customer.

A REPUTATION IN REGIONAL CARPET CLEANING COMPANIES

For many years, regional carpets cleaners have built customer relationships throughout Northeastern Pennsylvania. These companies incorporate their own knowledge and experience to be successful in the carpet cleaning industry. Carpet cleaning involves teaching and sharing traditional values with other individuals in the industry. One way of creating strong customer relationships is having a reputation management strategy. Having a reputation online and offline can make or break a small carpet cleaning business in the industry. Unfortunately, an online reputation is much more easily accessible to potential customers, so an individual will need to focus on good service, hiring practices, put emphasis on employee training, and ask for customer feedback.

Provide Good Service

It may seem like common sense, but the foundation for improving an individual's offline and online reputation is to provide good service. Positive word of mouth is going to be one of the best ways to promote a carpet cleaning business and to get referrals. In years past, individuals may have been able to get away with shoddy service and still be able to grow a carpet cleaning business but not anymore. A reputation may have been spread quickly via word of mouth before, but now with brands being so visible online, news spreads even faster. There are several aspects to providing quality service beyond just doing a good job cleaning. A reputation involves customer service, responsiveness, and ability to deal with customer complaints, and more.

“Maintaining a reputation can benefit economic agents since it lends credibility to their future

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commitments, threats, or promises” (Atakan & Ekmekci, 2011, p. 451). Reputation management can make it easier for an individual to implement strategies in the carpet cleaning industry.

Focus On Good Hiring Practices

One way to help improve an individual's chances of providing good service and maintaining a company's positive reputation is by implementing good hiring practices. Some carpet cleaning businesses will hire anyone who expresses any interest in taking a cleaning job, while others do more due diligence on potential hires. The better the screening process up front, the more likely employees will stick around in the long term. There are several things to look for during the screening process beyond someone looking for a job in the carpet cleaning industry. For example, most people don't necessarily think that candidates should be people friendly to be a carpet cleaning technician. They certainly may be able to clean just fine without being a people person, but they also act as the front line and face of a carpet cleaning business.

If carpet cleaning technicians are friendly and at least relatively good with people, it can give a carpet cleaning business a good name rather than harm its reputation with clients. Another key factor to look for when hiring is a clean background check. Customers are letting strangers into their homes or offices all the time and the last thing they want is someone in the home or office that they feel they can't trust. By completing thorough background checks on potential employees as a part of a hiring process, a carpet cleaning business can use this to build trust with potential clients.

Put Emphasis on Training Employees

Another great way to manage a carpet cleaning company's reputation is to have a staff that is well trained. Having highly trained and efficient employees go hand in hand with

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providing good service. For example, having competitive rates can be a problem in the carpet cleaning industry. This is that can be another hurdle to overcome in a reputation management strategy. The better trained employees the more likely they will do a good job cleaning and not cause unintentional damage to a client's property.

If cleaning technicians are not efficient or perform shoddy work, word will get around and a company may lose clients to competitors. It may take more time initially to train the staff, but it will pay off in return down the road. Many carpet cleaning companies miss the little things and often they miss the little details. It might seem like something customers may not notice but the little things add up. Training and quality can fall through the cracks for any company. Unfortunately, this trend can lead to poor reviews and a bad reputation for a carpet cleaning business.

Ask for Customer Feedback

By asking for customer feedback, it can also help improve other systems in business. Important questions can arise in certain situations for a carpet cleaning business. For example, is taking payment from clients a hassle? Another question is are they frustrated with certain aspects of the cleaning services? Finally, do clients wish to provide certain kinds of other additional service? All of these are questions can be found by asking for ongoing customer feedback. Businesses are always striving to be the best cleaning services in a service area to maintain a better reputation. Customers can be unhappy with a service at any given time. It's important to ask for feedback to address these issues immediately. The longer negative issues go on without being addressed the more likely it can harm a company's reputation offline and online.

A Reputation Management Strategy

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A reputation management strategy is the process of influencing stakeholder perceptions and public conversations about an organization and its brands. It includes monitoring perceptions and conversations, responding to reputation threats and proactively seizing opportunities to boost reputation. A huge part of a reputation management strategy should be the focus on getting positive reviews for a small carpet cleaning business. There are so many benefits to having positive reviews and many ways to use them in conjunction with a marketing strategy.

One benefit is that it provides social proof for a carpet cleaning business in the industry. Most people don't want to work with a company that is untested or that has a bad reputation. By getting more positive reviews it can make a carpet cleaning business more trustworthy. All things being equal, most people tend to do business with companies that they trust. Also, most people are likely to believe the overall review rating of a company reflects the overall company's quality, trustworthiness, and dependability. When people are looking for a carpet cleaning business online. One of the first things they will look at are the reviews of business in the carpet cleaning industry. Making a focus on getting more and maintaining positive reviews is essential to having a reputation management strategy.

A STRONG REPUTATION CAN BUILD SKILL AND SELF CONFIDENCE

Employees in the carpet cleaning industry can develop a positive identity towards new and existing customers. This image can be used to train new employees and teach individuals about solving a situation in the carpet cleaning industry. Building a reputation can give any business a competitive advantage in cleaning carpets. Reputation is represented to achieve a certain economic status by attracting more customers and thereby improving the profitability of the business. A good reputation is seen because of the business having carefully fulfilled its obligations to its stakeholders, particularly its customers (Lahdesmaki & Siltaoja, 2010, p. 212).

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Being diverse and open-minded can lead to a strong reputation within the carpet cleaning industry. Communicating in business can lead to expectations in the carpet cleaning industry. “A competent firm is most likely to enter the market by purchasing an average reputation, in the hopes of building it into a good reputation, then either a very low reputation or a very high reputation.” (Mailath & Samuelson. 2001, p. 415)

Be Genuine, Trustworthy and Loyal

Genuine people are credible in the carpet cleaning industry. Being careless in a situation can create problems for a small carpet cleaning business. Not caring about a situation can lead to dishonesty between other employees in a small business. Being a trustworthy person leads to qualifications, intelligence, and skill at a job site. By representing reputation as a resource, this discourse aims to convince its recipients that reputation is vital to gaining a competitive advantage and fortifying the economic value of the business. In other words, a firm is considered to achieve a superior position over its competitor by acting in a certain way when few rivals in the market engage in similar action (Lahdesmaki & Siltaoja, 2010, p. 213).

Reputation in Regional Companies

Regional companies have different aspects on creating a reputation in the carpet cleaning industry. “Collective action in large groups whose members are genetically unrelated is a distinguishing feature of the human species. Individual reputations may be a key to a satisfactory evolutionary explanation.” (Fehr, 2004, p. 449). Cleaning carpets can be a difficult task for individuals in the working environment. The important factor is to rely on a first impression to build a strong reputation. Sometimes we do not adequately investigate what kind of quality the customers really want, but merely use guesswork to list quality and measure customers’ preference for the quality on this list. Customers complain when they are dissatisfied with a

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product they have bought or a service they have received. This means that the absolute number or percentage of complaints can be the indicators of customer dissatisfaction. Companies must do everything they can to eliminate this dissatisfaction (Kondo, 2001, p. 867).

A System to Keep the Reputation Going

Finding a system that works in carpet cleaning can be used to teach other individuals the proper ways to clean carpets. Regional carpet cleaners have a system to expand their services to new and existing customers. A reputation in carpet cleaning can lead to a system of building customer loyalty. For example, building a system based upon work professions can be a very important aspect in the carpet cleaning industry. Without a system, time can be wasted in the field of carpet cleaning. A small carpet cleaning business can design a system that appeals to regular customers to get referrals. One example is a carpet cleaning business can establish a referral system for existing customers.

Certain aspects in carpet cleaning pertain to measuring the success rate of accomplishing the goal and objectives in the industry. Regional carpet cleaners try to measure their success based upon completion of each job. Every small business had different attributes to gaining success in the carpet cleaning industry. One important aspect in the carpet cleaning industry is gaining experience, knowledge, and responsibility for completing a job in the carpet cleaning industry. “Through maintained and interim cleanings can reduce how frequently a carpet requires restoration soil will eventually build up to and require deep cleaning” (Penny, 2020, p. 34). For example, a small carpet cleaning business can build a strong basic routine, to complete the job at a faster pace. Regarding overall cleaning, “a quality vacuum machine makes vacuuming medium to large open areas, such as corridors and lobbies much more effective” (Buntrock, 2005, p. 47).

Earnings In the Carpet Cleaning Industry

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One question that pertains to the carpet cleaning industry, “Is a business turning a profit to meet the needs of the overall industry?”. Most regional businesses are trying to make a profit with equipment and employees in the small business. Carpets normally perform an important service they collect soil, allergens, bacteria, chemicals, and other contaminants tracked into the building and keep them from becoming airborne. “But when the carpet is too soiled, the opposite occurs, negatively affecting” (Penny, 2012, p. 34).

Turing a profit requires hard work and determination from every part of a small business. A growing customer base is a sure sign that a carpet cleaning business is reaching an effective target market. Making sure customers are satisfied can improve the product, not from performance, promotion, and price. Regional customers try to upgrade their service or extend their contracts. These activities are important for the long-term operations in the carpet cleaning industry.

Business Have to Develop Customer Satisfaction

Customer satisfaction is a sure indication that a company understands the needs of new and existing customers. Unsatisfied customers can negate the promotional impact of satisfied customers. Developing a schedule that allows uninterrupted operation can help achieve the highest productivity. A special system of workflow accomplishes this by creating a schedule that blends the elements of daily work in a company (Buntrock, 2005, p. 47).

Developing a working environment that rewards employees for their hard work is imperative in retaining customers in the carpet cleaning industry. Workers need to be taught and educated to teach others to help a business achieve its overall objectives. Without the proper training employees can be confused about a situation. If workers know they are appreciated, they are more likely to go the extra mile when needed to complete a situation. “Employees

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satisfaction of intrinsic and spiritual charter is the source of excellent quality and customer satisfaction” (Kondo, 2001, p. 868).

Analysis

The primary goal of the researcher during this data analysis is to deduce meaning out of themes identified through initial manual coding. This researcher will develop a storyline from the common themes identified from the dataset and link it to the participants that experienced the phenomena. For example, key themes to be expected from the interviews are candidate’s character and innate abilities and education in the carpet cleaning industry. Other themes anticipated are requirements, duties, interpersonal responsibilities of the overall experience and reputation in the carpet cleaning industry.

Issue Scope and Dimensions from Three Distinct Perspectives

Motivational Perspective

Whether an individual is looking for a new career or just wants to start a business, starting a carpet cleaning business can be an exciting opportunity. However, the of lack motivation to get started will always be an issue for many individuals in the carpet cleaning industry. Motivation has always come down to the “carrot or the stick” theory, whether we are motivated by money or punishment. This is mediated by greater psychological need satisfaction, indicating that through greater feelings of competence, autonomy, and relatedness, individuals experience greater intrinsic motivation for the task at hand (Thibault Landry et al., 2020).

One individual’s perspective is that no one spends their entire life at one company anymore and fewer people are motivated. We now recognize two types of motivators intrinsic (from inside) or extrinsic (outside) incentives. An individual’s perspective normally tends to be

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either Type I (intrinsically motivated) or Type X (externally motivated). Individuals are not born with either trait but become one or the other due to circumstances, experience, and content.

However, Vroom's expectancy theory of motivation assumes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience, and abilities.

Organizational Perspective

Motivation is a key aspect of the working environment. “Work motivation is considered an essential catalyst for the success of organizations, as it promotes employees’ effective performance” (Vo, Tuliao & Chen, 2022, p. 49). However, it is important to understand the underlying issue of why people resist change. An organizational perspective for the best use of knowledge and intelligence requires first examining the intellectual and structural capabilities of an organization that require eventual reform, development, and fostering to encourage performance, adaptation, and innovation. Individuals may be comfortable with the status quo or believe the change is misaligned with company goals. Some dislike what the change entails or requires of them. Others fear losing control, power, or status, or they don't want increased visibility or accountability. It is not our nature to make changes that we view as harmful to our current situation. In an organizational setting, this means employees, peers, and managers will resist administrative and technological changes that result in their role being eliminated or reduced. From their perspective, change is harmful to their place in the organization.

Forcing a change on others has its place. However, when this is the only approach to making change, significant repercussions on employees in an industry. Therefore, the six change approaches developed by John Kotter and Leonard Schlesinger are a model to prevent, decrease,

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or minimize resistance to change in organizations. Without a thoughtful change strategy to address resistance to change, this will trigger strong resistance and organizational turnover.

Small Business Perspective

Small businesses in America are experiencing exceptional rates of growth. However, there are still a few challenges to face. Before forging ahead, an individual should be aware of any challenges in the working environment. There are many common issues an individual may encounter in the carpet cleaning industry. One issue is having the lack of funds in the carpet cleaning industry. Nothing can hold a business back like money problems. This is even more true from a small business' perspective. While most larger companies have enough cash flow to keep up with payroll and keep the lights on, small businesses are often in a less stable situation. If one big client fails to make a payment, a small business may not be able to cover its bills. "For example, the impact of the US "credit crunch" of the early 1990s and the effect of the consolidation of the banking industry on the availability of credit to small business have also been the subject of much research over the past several years" (Berger & Udell, 1998, p. 613). There are plenty of tales of small business owners giving up their own salaries to pay their employees and management. And, sadly, there are plenty more stories of small businesses failing because they ran out of funds.

Another issue is having an efficient lack of time in the working environment to train and manage employees. In Robert Waterman and Thomas Peters management theory, it explains the eight attributes to running a company. Many management theorists believed that adding parts of an organization would equal a whole organization, but Waterman and Peters knew a workplace needed interaction and synthesis to be successful not a mere addition. Since management theories have a huge impact on how managers manage, Waterman and Peters sought to integrate

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management theories and practice with human beings and organizations. In a small business perspective, more tasks can be difficult to manage and can cause important matters to fall through the cracks for an organization.

A third issue is trying to find good employees to help and manage an organization. From a small business's perspective, growth often comes with duties and responsibilities. This means finding qualified, hardworking employees is not an easy task. Today, small businesses are trying to compete with large companies in the carpet cleaning industry. Additionally, while large businesses can hire people for one specific task, a small business may need employees who can handle multiple tasks. A lot of these factors can make finding the right employees challenging in an industry. Finally, a fourth issue is the difficulty of balancing growth and quality in an organization. In a small business perspective, managers might have to make the choice between working long hours and asking a staff to do the same or finding ways to cut corners. Neither is a great solution, meaning that an individual will have to find a way to grow the organization without hurting current events. According to Edgar Schein Organizational Culture Theory organizations do not adapt to a culture in a single day, instead it is formed in due course of time as the employees go through various changes, adapt to the external environment, and solve problems.

Emerging Themes Based on Four Theories

Four theories guided this research phenomenological research study. The first theory is Victor Vrooms Expectancy Theory of Motivation. The second theory is six approaches resistance to change by Leonard Schlesinger and John Kotter. A third theory is known as Tom Peters and Robert Waterman's Management Theory of Eight Attributes behind running a company. Finally, Edgar Schein organizational cultural theory is based on three levels of the

importance of aligning communication efforts with the artifacts, espoused values, and underlying assumptions.

Vrooms Expectancy Theory of Motivation

Victor Vroom's expectancy theory of motivation works on the assumption that people will choose to maximize pleasure and minimize pain. This means that people will behave in a way that results in the best outcome or reward. It says that an individual's motivation is affected by their *expectations* about the future. Specifically, Vroom says that an individual's motivation is affected by how much they value any reward associated with an action (Valence), how much they believe that by putting effort into something they will be able to generate good results (Expectancy), and how much they believe that generating good results will result in a reward (Instrumentality). "The theory asserts that such images drive decisions with simple rules and a minimum of analytic thought. This is quite a departure from the typical assumption that people use analytic procedures and attempt to maximize payoffs. Strong held principles and historical contacts are seen as major influences" (Ross & Koys, 1987, p. 1).

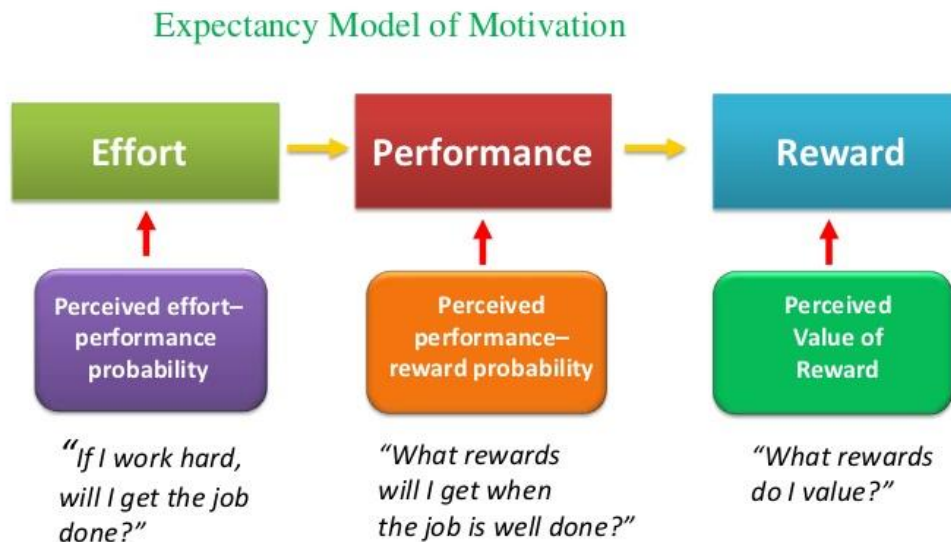
It's important to note that rewards could be intrinsic or extrinsic. Extrinsic motivations are external things such as money and promotion. Generally, motivation in the workplace can be part of four specific theoretical frameworks: needs-oriented, cognition-oriented, behavior-oriented, and job-oriented. In needs-oriented, motivation is achieved through fulfilling a particular employee's needs, with anything from salary to a sense of fulfillment. In cognition-oriented, motivation is achieved through fulfilling employees' rational expectation that they be compensated based directly on the amount of value they provide. In behavior-oriented, motivation is achieved through conditioning (reinforcement and punishment). Conditioning is

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the implementation of positive incentives to promote desirable behaviors and negative consequences to discourage undesirable behaviors. In job-oriented, motivation is achieved when employees feel fulfilled and interested in their work; financial compensation is only enough to avoid dissatisfaction. Intrinsic motivations are internal things such as a sense of fulfillment and achievement. Victor's Vroom Theory of Motivation which is depicted in Figure 1 (Chouhan, 2017).

Figure 1

Vrooms Expectancy Theory of Motivation Model (Chouhan, 2017)



Vroom's expectancy theory of motivation also assumes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure and to minimize pain. In a (1976) study, by A review of occupational preference and choice research using expectancy theory of motivation:

Vroom suggested that this force model can be used to predict choice of occupation, remaining on the job, and effort. For occupational choice we would want to know the expectancy that a given choice would lead to occupational attainment and

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the valence of attainment. This latter valence would be composed of the same variables used to predict occupational preference. In effect, the valence or prefer ability of inoccupation is multiplied by the probability that one can attain it, and this Product reflects the overall force for the individual to make that choice. The individual will supposedly choose that occupation with the greatest force. We will refer to this model as the choice model, 1, EV. (Mitchell & Beach, 1976, p. 235)

Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience, and abilities. He stated that effort, performance, and motivation are linked in a person's motivation. Victor's Vrooms characteristics include:

1. **Valence:** How much they value the potential rewards associated with the specific results or behaviors.
2. **Expectancy:** How much they believe that their additional effort will help them achieve the target results of behaviors.
3. **Instrumentality:** How much they believe the rewards will appear should they achieve the desired outcomes or behaviors.

From an individual perspective this means that if any of these factors are lacking, individuals may lack motivation. For example, an individual may not value the intrinsic or extrinsic rewards associated with the work. "Valence refers to the strength of an infidel preference for a particular outcome. An individual may have either a positive or a negative preference for an outcome; presumably, outcomes gain their valences a function of the degree to which they are seen to be related to the needs of the infidel" (Natemeyer & McMahon, 2001, p. 97). Similarly, an individual may believe that they don't have the ability to achieve an outcome

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that would trigger a reward. Assessing motivation through the lens of Vroom's expectancy theory may identify root causes for a lack of motivation. In turn, this might help identify actions that are needed to restore it. As ever, a need for help from others may restore an individual's motivation.

Six Approaches Resistance to Change Theory

People resist change in different ways. Some people may withdraw into themselves. Others may respond aggressively. Some might even try to undermine the change secretly or overtly. Understanding how individuals within a team resist change may lead to the right approach from the Six Change Approaches to counter that resistance. Without understanding the root of people's resistance, they will not be able to select the right approach to overcome that resistance. Leonard Schlesinger and John Kotter identify four common reasons why people resist change are:

1. **Parochial Self Interest** -Some employees are more concerned about the consequences of change for themselves. They focus on their own interests instead on those of the organization.
2. **Misunderstanding** -occurs due to communication problems and because incorrect or inadequate information is provided by the organization.
3. **Low tolerance** -This occurs due to communication problems and because incorrect or inadequate information is provided by the organization.
4. **Different Assessments of the Situation**- During the change process two groups arise; employees who agree with the changes and are open to this and the group that does not agree with the change and who will not display flexible, cooperative behavior.

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Subsequent events have confirmed the importance of this concern about organizational change. More and more carpet cleaning individuals must deal with new products, growth, increased competition, technological developments, and a changing workforce. In response, most companies or divisions of major corporations find that they must undertake moderate organizational changes at least once a year and major changes every four or five. “From the point of view of factory management, there were two different views to the research: (1) why do people resist change so strongly? (2) What can be done to overcome this resistance?” (Natemeyer & McMahan, 2001, p. 415).

Few organizational change efforts tend to be complete failures, but few tend to be entirely successful either. Interviews with operators who have been transferred to a new job reveal a common pattern of feelings and attitude which are distinctly different from those of successful no transfers. “The employees typically show feelings of frustration, loss of hope of ever regaining their former level of production and status in the factory, feelings of failure, and a very low level of aspiration” (Natemeyer & McMahan, 2001, p. 419).

Most efforts encounter problems; they often take longer than expected and desired, they sometimes hinder morale, and they often cost a great deal in terms of managerial time or emotional upheaval. More than a few organizations have not even tried to initiate needed changes because the managers involved were afraid that they were simply incapable of successfully implementing them. There are six change approaches of Kotter and Schlesinger principles, which are depicted in Figure 2 (Kotter and Schlesinger’s Model for Overcoming Resistance to Change, n.d.-b).

Figure 2

Six Change Approaches of Kotter and Schlesinger (Kotter and Schlesinger’s Model for Overcoming Resistance to Change, n.d.-b)

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The six change approaches of Kotter and Schlesinger are a model to prevent, decrease or minimize resistance to change in organizations. These include:

1. **Education and Communication-** Informing employees beforehand so that they will be involved in the change process will prevent the information that is provided by the organization coming across as inaccurate. Good communication can be supported by training or other forms of education. Employees will have a better understanding of the purpose of the change process, and they will be more inclined to be cooperative.
2. **Participation and Involvement -** By increasing the involvement of employees or by giving specific interests, the resistance to the intended organizational change will be reduced. As a result, employees will be more loyal, and they will focus on teamwork, for which reason they will cooperate more closely with the different organization units so that the desired change can be implemented.

- 3. Facilitation and Support-** Employees that experience adjustment problems during the change process will benefit from supportive management. It helps them deal with fears during a transition period, for instance when they experience fear transfers, job loss or other forms of reorganization. By providing support or facilitating training and counselling, these fears can be largely removed.
- 4. Negotiation -** When employees, for example, lose power or tasks during the change process, it is important to keep them motivated. Offering (financial) incentives can move employees in a positive direction. The employee can be offered incentives to leave the company early, their contracts may be adjusted, or another job or promotion is offered. These incentives are often offered to employees that have senior positions.
- 5. Co-optation and manipulation -**When other tactics do not work or are too expensive, this method is used. It is an effective technique to co-opt with people who are resisting change and who, through their leadership role, have a large influence on the rest of the employees. Through open communication they are kept under control. They are involved in a symbolic role during the change process and the decision-making process.
- 6. Explicit and Implicit Coercion -** Coercion can be used when speed is essential or as a last resort. The necessity of the intended change is more important than the interests of the employees. It often involves dramatic consequences such as loss of jobs, dismissals, employee transfers or not promoting employees.

Organizational change efforts often run into some form of human resistance. Although experienced managers are generally all too aware of this fact, surprisingly few take time before an organizational change to assess systematically who might resist the change initiative and for what reasons. Instead, using past experiences as guidelines, individuals all too often apply a

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simple set of beliefs such as “carpet cleaners will probably resist the change because they are independent and suspicious of top management.” This limited approach can create serious problems. “There is no consideration given to the possibility that resistance is an integration assigned to change agents to the behaviors and communications of change recipients, or that these interventions are wither self- serving or self- fulfilling” (Ford, Ford & D’ Amelio, 2008, p. 362).

Because of the many ways in which individuals and groups can react to change, correct assessments are often not intuitively obvious and require careful thought. Of course, all people who are affected by change experience some emotional turmoil. Even changes that appear to be “positive” or “rational” involve loss and uncertainty.⁴ Nevertheless, for different reasons, individuals or groups can react very differently to change from passively resisting it, to aggressively trying to undermine it, to sincerely embracing it.

Tom Peters and Robert Waterman’s Management Theory

Attempting to find a solution to organization effectiveness problems between structure and organization. In their 1982 book “In Search of Excellence”, Robert Waterman and Thomas Peters introduced the relationship management concept to the world. The men sought to integrate theory and practice, and as a result, they created a set of principles to foster a successful organizational structure, built on employee engagement and active leadership. Robert Waterman and Thomas Peters, management theory is most known for its eight key attributes to excellent, innovative companies. “Our findings were a pleasant surprise. The project showed, more clearly than could have been hoped for, that the excellent companies were, above all, brilliant on the basics. Tools didn’t substitute for thinking. Intellect didn’t overpower wisdom” (Natemeyer & McMahan, 2001, p. 464). Robert Waterman and Thomas Peters divided the companies up

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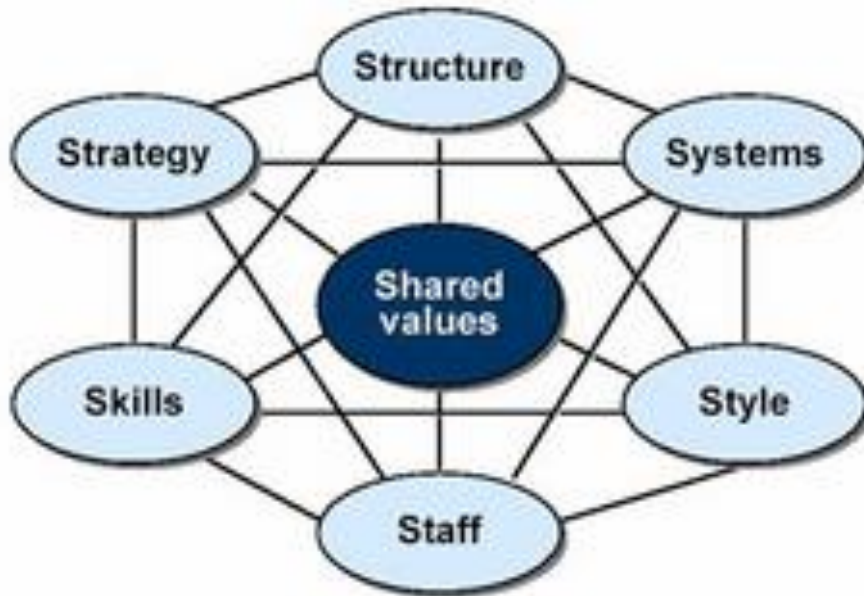
among the competition. To evaluate the weakest from the strongest, a company would be judged on its last twenty- years of research. This theory would compensate for the way a company would conduct business in a working environment. “In the Unites States, continuous corporate restarting and intensifying global competition mark thirty years” (Farrant, 2005, p. 224). In a (1985) study, by In Search of Excellence: The Investor’s Viewpoint:

The authors studied 62 companies to determine the characteristics of “excellent companies.” From the final list of 43 companies that passed all their criteria (of which 32 were publicly traded at time), they deduced the behavior attributes that conducted to excellence and suggested these as a blueprint for corporate excellence in general.
(Clayman, 1985, p. 1)

These attributes are based upon years of research that have shown what a company must do to be successful in the long run. Robert Waterman and Thomas Peters management theory, even decades after its publishing, remains one of the most well-regarded business management theory readings in any industry. Many of the principles have become best practices. The eight attributes of Management Excellence are depicted in Figure 3 (Cio Index, 2023).

Figure 3

Eight Attributes of Management Excellence (Cio Index, 2023)



Robert Waterman and Thomas Peters management theory, even decades after its publishing “In the Search of Excellence”, remains one of the best researched novels in history. Many of the principles have become best practices. The eight attributes of Management Excellence are:

1. **A bias for action, for getting on with it** - Also known as agility, the bias-for-action principle outlines the importance of rapid decision-making, efficient response processes and comfort in creating fluid groups in organizations that can solve problems quickly.
2. **Close to the Customer-** The most effective companies value what a customer has to offer their business and will treat each one as an individual. Companies should eagerly ask for and listen to feedback to improve a product or service.
3. **Autonomy and entrepreneurship-** Encouraging the champion and/or the veteran champion of a product remains one of the most vital practices of excellent, successful businesses. These champions have the zeal to operate as a mini entrepreneurial center and should support and reward them.

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4. **Productivity through people-** This principle embodies the sentiment that employees are the backbone of successful organizations, and should treat them with respect, value them beyond their work output and foster them as unique individuals.
5. **Hands- On, Value Driven-** Regarding principles directly related to culture, wholesome and ethical values should guide the work of successful companies. Employees, leaders, and decision-makers should actively live out these values, demonstrating them to peers and customers.
6. **Stick to the Knitting-** Diversification comes at the cost of veering outside expertise. When it's time to branch out, successful businesses should understand the risks associated with diversification and experiment rather than jumping in headfirst. Prioritizing competencies ensures innovation and progress to be the best.
7. **Simple form, lean staff-** Like the euphemism "too many cooks in the kitchen," this principle encourages a simple, straightforward team to make decisions.
8. **Simultaneous loose- tight properties-** Though it sounds hypocritical, this principle walks a nuanced line of instructing successful businesses to keep a central mission or vision at the forefront of work while allowing employees the autonomy to accomplish the goals that tie back to the company's mission or vision in whichever way, they see fit.

The researcher explains that the attributes are something that can be portrayed by the company. Instead of one person running a certain operation, the company might sign 10 people to a situation. In a (1987) study, by Peters and Waterman revisited the Unended Quest for Excellence:

Mangers must be cautious when new concepts are proposed, particularly if those concepts suggest a "quick fix." Simple unidimensional, popular "answers" (job

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enrichment, MBOs, the portfolio strategy approach) have been proposed in the past. For the most part, these techniques have yielded limited or, in some cases, undesirable results. Simple solutions to complex cases, undesirable results. Simple solutions to complex problems are enticing, however, these simple solutions rarely provide long-run results. (Hitt & Ireland, 1987, p. 96)

Many management theorists believed that adding parts of an organization would equal a whole organization, but Waterman and Peters knew a workplace needed interaction and synthesis to be successful not mere addition. Since management theories have a huge impact on how managers manage, Waterman and Peters sought to integrate management theories and practice with human beings and organizations.

Edgar Schein Organizational Cultural Theory

A small business implies long-term stability; therefore, to work with other carpet cleaners effectively an individual must understand the duties and responsibilities of the industry. When discussing organizational culture several factors come into play, especially using a framework to understand culture. There are many frameworks that an individual can use to help understand the culture of the carpet cleaning industry. One can use a theoretical or conceptual framework or both. "Culture is the derivative of the vision, mission, values and internal policies created by top leaders" (Dzurec and Bromely, 2012, p. 132). Since so many frameworks exist in the carpet cleaning culture, one must find a framework that is useful for them. An individual can use an existing framework or make a new one for their own purposes. Edgar Schein's organizational culture theory is a top framework and is useful when exploring a work culture. This framework shows different levels of culture and explanation from Edgar Schein. Many scholars have used and explained the importance of Edgar Schein organizational cultural theory.

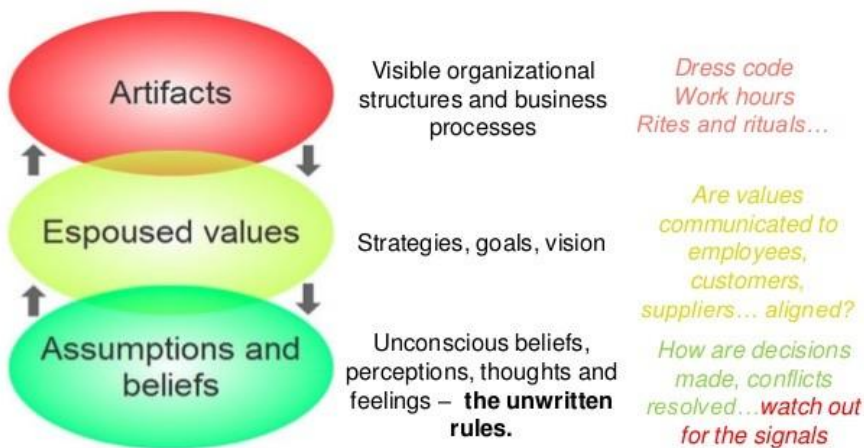
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The Edgar Schein theory presents three levels of culture, which are necessary to understand for effective leadership in carpet cleaning. The levels of culture include artifacts (surface cultures, such as dress, which are easily seen but difficult to decipher), espoused values (conscious goals, strategies, and philosophies), and basic assumptions (unconscious beliefs and values that form the core of culture and affect everything we do) (Schein, 2010). When diving into Schein's framework an organization can learn or relearn many techniques and definitions to pursue or maintain a positive work culture. Edgar Schein's Model- Three Levels of Culture are depicted in Figure 4 (Linked In, 2019).

Figure 4

Edgar Schein's Model- Three Levels of Culture (Linked In, 2019)

Edgar Schein's Model - Three Levels of Culture



Edgar Schein's framework allows carpet cleaning companies to analyze and interpret the importance of the three levels of culture. Schein's framework helps an organization understand what is needed for and to be portrayed for a positive work culture. By taking the time to look at a

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framework, an organization can strategize how to find challenges and how to fix them. The three levels of culture are:

1. **Artifacts**- The constructed environment of an organization, including its architecture, technology, office layout, dress code, visible or audible behavior patterns, and public documents like employee orientation handbooks.
2. **Espoused values**- The reasons and/or rationalizations for why members behave the way they do in an organization.
3. **Assumptions and beliefs**- Typically an unconscious pattern that determines how group members perceive, think, and feel.

Culture forms over time and can go through several changes. A carpet cleaning company should understand that a positive work culture should be maintained to avoid problems. The changes can include employees, external and internal environment, change of leadership, reorganization and more. Culture also includes how the carpet cleaning employees, and the organization responds to problems and situations in a working environment. A carpet cleaning company can use experiences from the past to help shape the future. Everyday culture is being formed. Schein's framework provides solid points of cultural change for any carpet cleaning company. Understanding this model shows that a cultural change is a process and behavior should be unlearned before new behavior can replace the old behavior (Schein, 2010). This framework encompasses a process that allows cultural interventions to take shape in the carpet cleaning industry. A company's management can use this framework to take on new challenges that arise in a working environment.

Ethical Implications

One objective of this research study was to demonstrate participants' lived experiences in the carpet cleaning industry in the 14 counties in the geographic region of Northeastern Pennsylvania that have education, experience, and a reputation. One ethical implication that remains unresolved is trying to receive the proper education in the carpet cleaning industry. A lot of individuals don't have the funds or resources to attend an educational faculty. However, there are other opportunities that individuals can explore in the carpet cleaning industry. Although schools require funds to pay for a degree in the business environment, individuals can take a certification course at a fraction of the cost.

Clearly, it can take a lot of money to purchase equipment to cover other costs involved in starting a career in the carpet cleaning industry. For that reason, it's crucial that an individual sets aside sufficient funds to cover these startup costs, plus daily expenses for a business budget. Certain states only require a carpet cleaner to be trained and licensed in the carpet cleaning industry. For example, applying for a course at the IICRC (Institute of Inspection Cleaning and Restoration Certification) can offer individuals the ability to become a certified Carpet Cleaning Technician, Commercial Carpet Maintenance Technician, Rug Cleaning Technician, and a few related specializations. An individual can either find an in-person IICRC course in their area or complete an online certification.

Alternatively, an individual can consider taking online-only training courses from TMF Academy. Also, some equipment suppliers, like Jon-Don and Rotovac, offer educational materials and training programs geared toward aspiring carpet cleaning business owners. Starting in the carpet cleaning industry can be difficult if an individual doesn't have any customers to serve, which means an individual needs to create a marketing plan to help accomplish this goal.

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Most service-based startups gain traction via word of mouth, so start out by serving friends, family, neighbors, and local businesses, and if they're happy with an individual's service, ask them to spread the word to *their* network. The network is also useful for garnering important feedback about work and processes of carpet cleaning.

Individuals can also consider creating a business website if obtaining an education is still a problem in the carpet cleaning industry. Having a digital presence not only legitimizes a business, but it's critical for potential customers to be able to easily find and contact online. A business website should include information detailing the services and contact information. Individuals can also provide links to social media platforms such as yelp page, and business Facebook page. Or, if an individual is up for it, a website can be so complex as to include a blog and an online store to sell merchandise like pet odor removers and stain removers.

Another ethical implication unresolved is trying to gain experience without tarnishing an individual's name or company in the carpet cleaning industry. True expertise comes from years of experience in the industry. That's why the length of time a carpet cleaning company has been in business is a key factor to consider. Longevity in the field of carpet cleaning shows that a company delivers results customers are satisfied with otherwise they wouldn't have stayed in business. It also shows that they understand the best methods to use and provide the highest quality service.

Years of competition between companies will always be an unresolved issue for many individuals in the carpet cleaning industry. Companies in the carpet cleaning industry continue to struggle to differentiate themselves from "low-ball" companies in the eyes of customers who expect the same quality of service from both. However, hiring and training employees will always remain an ethical implication among companies in the carpet cleaning industry. The

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primary purpose of employee ethical training is to create a culture of integrity, honesty, and ethical responsibility within an organization. Employee retention is the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance.

Improving employee engagement and retention is essential for workplace ethics because it contributes to a positive workplace culture, which supports ethical behavior. When employees feel valued and engaged, they are more likely to uphold the organization's values and ethical standards, and they are less likely to engage in unethical behavior or quit their jobs. One of the primary benefits of employee engagement and retention is that it leads to a more committed workforce. When employees are engaged, they are more invested in their work and the organization, which leads to greater productivity, innovation, and job satisfaction.

Finally, individuals trying to keep a quality reputation can also become an ethical implication in the carpet cleaning industry. A positive reputation can foster a culture of honesty, transparency, and accountability, which are essential values for maintaining ethical standards in the workplace. A positive reputation can also help attract and retain top talent. When a company has a strong reputation for ethical behavior, it can be seen as an employer of choice, which can help it attract the best and brightest talent in the industry. In addition, employees are more likely to stay with a company that has a positive reputation, which can reduce turnover and promote continuity in the workplace. Furthermore, a positive reputation can also help companies avoid legal and financial risks associated with unethical behavior. By promoting a culture of ethical behavior and transparency, companies can reduce the risk of lawsuits, regulatory fines, and damage to their brand image.

Policy Recommendations

One policy recommendation is that an individual should apply for grant funding programs and small business loans to raise startup capital in the carpet cleaning industry. When it comes to financing a carpet cleaning business, a policy recommendation to explore is grant funding. Securing capital through grants requires a strategic approach. Carpet cleaning service business should develop a financial plan that includes a comprehensive grant proposal.

Recommendations for Securing Grant Funding

- 1. Research-** Identify relevant grant opportunities.
- 2. Criteria-** Thoroughly review criteria and application requirements.
- 3. Support-** Clearly, articulate how the grant funds will be used to support the carpet cleaning business.
- 4. Follow Instructions -** Follow directions to all application instructions and submit required documents on time.

Starting in the carpet cleaning industry requires careful planning and sufficient capital. However, individuals should consider seeking a Small Business Administration (SBA) Loan. These loans can provide the necessary capital to grow a business and support carpet cleaning operations. SBA loans backed by the federal government, which means that lenders are more likely to provide financing to small businesses that might not meet traditional lending criteria. This method is a viable option for carpet cleaning service businesses looking to raise capital.

Carpet cleaning companies have witnessed significant growth in recent years, making it a thriving industry with promising opportunities. It's essential to have the necessary funds to

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purchase equipment, hire staff, market services, and cover other initial expenses. However, many individuals face challenges when it comes to securing financing in the cleaning industry.

Another policy recommendation is for individuals to act by raising capital through angel investing and venture capital. Angel investing involves individuals who provide financial support to early-stage business in exchange for equity ownership. These angel investors are often seasoned entrepreneurs or industry experts who not only offer financial backing, but also provide valuable advice and guidance. Venture capital, on the other hand, refers to funding that is provided by firms or funds to high – potential startups or small business. These funds are typically managed by professional investors who carefully evaluate the potential for growth and profitability of a carpet cleaning company.

Recommendations for Securing funding through Angel investing or Venture Capital

1. **Develop a solid Small Business Plan (SMP)** - Outline the vision, mission, market analysis, financial projections, and growth strategy.
2. **Showcase the unique value proposition-** Clearly, communicate what sets individual carpet cleaning business apart from other competitors.
3. **Demonstrate market potential-** Highlight the size of the market, target audience, and the demand for the service in the geographic region.
4. **Build a strong team-** Surround oneself with trained employees who can contribute to the success of the business.
5. **Network extensively-** Attend industry events, join business organizations, and connect with potential investors and influencers.
6. **Prepare a compelling pitch-** Craft a concise and persuasive presentation that showcases the potential return on investment.

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Another policy recommendation starts with individuals taking action to improve employee retention in the carpet cleaning industry. Employee turnover in the carpet cleaning industry is a very large problem. In search of profits employees are often undervalued and underpaid. Expedited growth in a company due to things like mass advertising can also cause employee turnover as well as mass hiring which poses the same problems. Carpet cleaning isn't the hardest of all professions, but it is manual labor and does require stamina and motivation to do a great job every time. Employees require training and an apprenticeship to become experts in the field.

The public perception that professional cleaning is not skilled work has long been pervasive in the cleaning industry. Though this is not true, especially for highly specialized commercial and industrial applications, this perception tends to lead to high employee turnover for cleaning companies. Due to this negative perception, those who apply for open positions may not be the best fit, and those who are a good fit may not want to stay in the position long. Companies spend a significant amount of time and resources hiring, onboarding, and training their employees. The more turnover a cleaning business experiences; the more costly hiring and training can become. Not to mention, the business can also lose money if they find themselves short-staffed or if they have undertrained staff who are not performing to the customer's expectations.

Staff can make or break a commercial or industrial carpet cleaning business in the industry. If cleaning companies want to reduce hiring expenses while improving the quality of their staff, they need to become adept at hiring the right professionals for the job. This requires carpet cleaning businesses to provide more detailed and accurate job descriptions and perform national background checks as part of the hiring process. Additionally, carpet cleaning companies need to develop more effective interview questions and make sure that their expectations are clearly

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communicated during the interview process. It's important to not only hire effectively but also work to ensure that employee retention is a major focus. Improving employee retention starts with understanding how an individual's company culture impacts employee job satisfaction. Identifying areas for growth and making positive changes to the culture can help ensure that employees are happier and more productive in their workplace, which can lead to lower turnover rates. Here are just a few ways that carpet cleaning businesses can improve employee retention:

1. Having a formal recognition system that acknowledges employees who go above and beyond in providing quality service.
2. Providing the opportunity to complete varied job tasks that keep employees interested and satisfied with their jobs.
3. Creating a system for collecting employee feedback and making changes based on this feedback for a better work environment.
4. Investing in new training programs that allow employees to learn new skills and expand their knowledge of the carpet cleaning industry.

By hiring more suitable employees and finding ways to keep these employees happy, commercial, and industrial cleaning companies can combat turnover and stop wasting money on hiring and training the wrong people for the job. Not to mention, the more capable, productive, and satisfied employees are, the happier customers will be in the carpet cleaning industry.

Summary

The current research study "Success Factors in the Carpet Cleaning Industry" was utilized to understand the factors, i.e., education, experience, and a strong reputation, contribute to a professional carpet cleaners' success in the carpet cleaning industry in the 14 counties of Northeastern, Pennsylvania. A phenomenological approach will be used in this research study.

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While there are limited phenomenological research studies to the carpet cleaning industry, further investigation is needed to help and understand what it takes to become a carpet cleaning professional.

The significance of this study is how individuals can overcome their life perceptions by using education, experience, and a strong reputation to teach others in the carpet cleaning industry. This study will examine the relation between a carpet cleaning companies' strong reputation and employees' hard work and value.

An apprenticeship is a structured "Learn and Earn" program that combines job related classroom learning along with structured on-the-job training guided by a mentor in the carpet cleaning industry. The researcher will be investigating participants in the carpet cleaning industry that have education, experience, and a reputation. Finally, data analysis in this research study will be conducted to form and analyze conclusions. Another theme in preparing this research study is the need to explain and interpret the data. The goal of this phenomenological research study is to address what problems and procedures the carpet cleaning participants have using education, experience, and a strong reputation. The location of the interviews will be on site of the carpet cleaning regional companies in Northeastern Pennsylvania.

This research study focused on important aspects of what it takes for an individual to become a carpet cleaning technician. Schools in the carpet cleaning industry can produce the necessary programs for any individual to attend. However, not everyone has funds to become a carpet cleaner. One way to raise capital is using angel investing or venture capital methods. Developing a marketing plan is a good strategy that can help individuals solve problems in the carpet cleaning industry. Another important aspect involved carpet cleaners adopting new cleaning methods.

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Motivation was an important aspect of this research study. Individuals can be motivated in a variety of ways, but motivation is a powerful energy that drives and excites employees, which results in their maximum contribution. Setting and achieving goals, clear expectations, recognition, feedback, as well as encouraging management all contribute to an increase in workplace motivation. A motivating work environment provides clear direction so that employees know what is expected of them. Together with clear direction, employees should have goals that fit within the company's strategic framework.

It flourishes in a positive work environment, which is why so many leaders want to learn new ways to motivate their workforce. Motivation is different for each employee. Every employee has a different motivation for why they work. But we all work because we obtain something that we need from work. The something that we need that we obtain from work have an impact on our morale and motivation. Learning what employees want will help an individual formulate the next step when building motivation in the workplace.

Four theories guide that guided this phenomenological research study were Victor Vrooms Expectancy Theory of Motivation and six approaches resistance to change by Leonard Schlesinger and John Kotter. A third theory is known as Tom Peters and Robert Waterman's Management Theory of eight attributes behind running a company. Finally, Edgar Schein organizational cultural theory based on three levels of the importance of aligning communication efforts with the artifacts, espoused values, and underlying assumptions.

This study will be delimited to the recruiting process for participants of this research study which will be in Northeastern Pennsylvania. This process will be delimited to targeting, screening, incentivizing, and sustaining individuals to conduct this phenomenological research study. However, this research study will be limited to researcher-induced bias that can influence

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studies. Secondly, this phenomenological research study will be limited to a lack of previous research studies on the topic which has allowed for further analysis. Assumption in this research study is that the researcher explicitly recognizes and acknowledges the value-laden nature of the research.

The rationale for conducting the study using a qualitative approach is to interview professional carpet cleaning participants and to help future individuals in the carpet cleaning industry learn from their lived experiences. The study of interest will consist of individuals in the carpet cleaning industry that are between the ages of 20 and 55 in the 14 counties of Northeastern Pennsylvania. Specifically, the study's participants will be based on 15 to 25 individuals in the carpet cleaning industry. A purposive sampling approach will be used for choosing carpet cleaning participants for this research study. A particular type of purposive sampling, called criterion sampling, was specifically selected for this phenomenological study.

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