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Strategies to Reduce Job Dissatisfaction within 911 Call Centers

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Walden University

College of Management and Technology

This is to certify that the doctoral study by

Gary R. Marshall

has been found to be complete and satisfactory in all respects,
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Walden University
2019

Abstract

Strategies to Reduce Job Dissatisfaction within 911 Call Centers

by

Gary R. Marshall

MAIS, Athabasca University, 2013

BGS, Athabasca University, 2006

Doctoral Study Submitted in Partial Fulfillment

Of the Requirements for the Degree of

Doctor of Business Administration

Walden University

November 2019

Abstract

In 2017, more than 6.9 million employees parted ways with their employer because of voluntary employee turnover, layoffs, or terminations. Emergency call center supervisors who fail to implement adequate job satisfaction strategies experience reduced productivity and increased voluntary turnover. The purpose of this multiple case study was to explore the strategies some southern Ontario 911 call center supervisors used to reduce job dissatisfaction. The conceptual framework supporting the study was the competing values framework. The population included 6 supervisors of 911 call centers in the province of Ontario, Canada, who successfully implemented job satisfaction strategies. Data were collected from interviews with the leaders and documentation. Data were analyzed using Yin's 5-step process. Three themes emerged: provide supportive leadership, create a balanced culture, and provide non-financial rewards. The implications for positive social change include healthy working communities through decreased job dissatisfaction resulting in organizations' greater productivity and provision of services.

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Dedication

I dedicate this doctoral study to late father Garfield Marshall, who always encouraged me to "keep my head in my books," his wisdom and advice gave me the drive and determination to never quit. I thank my dear mother Linda Marshall, who has worked so hard to give me the life I now live, I appreciate all you have done for me more than you will ever know. I thank my wife Nadeera Marshall for her patience, encouragement, and support during this doctoral journey, I could not have reached this goal without you, and for that, I am eternally grateful. Finally, I thank my family and coworkers, who always encouraged me to work hard and never give up.

The only true wisdom is in knowing you know nothing.

- Socrates

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Section 1: Foundation of the Study

Call center employees suffer from an over-pressured environment, continuous monitoring, and absence of empowerment, heavy stress, low job satisfaction, absence of motivation and the need to leave the job (Gorde, 2018). For this study, I explored strategies used to reduce job dissatisfaction. The findings of the study may provide insight into why employees experience job dissatisfaction. Job dissatisfaction negatively affects businesses because it decreases the health and well-being of employees as well as decreased productivity.

Background of the Problem

Since 1973, organizations and companies have been using call centers. The call center industry is the world's fastest growing industry from the beginning of the 21st century (Pillay, Buitendach, & Kanengoni, 2014). In the United States, the Federal Communications Commission introduced a three-digit emergency services dial concept that was brought into existence around 1968 (Kevoe-Feldman & Pomerantz, 2018). Since its inception in 1968, supervisors of 911 call centers have faced many challenges. According to Dhanpat, Modau, Lugisani, Mabojane, and Phiri (2018), call center organizations are plagued with high levels of employee turnover and job dissatisfaction. To decrease high levels of employee turnover and job dissatisfaction, 911 call center supervisors must develop strategies that will improve job satisfaction and reduce employee turnover. In this study, I explored employee dissatisfaction in 911 call centers by examining the relationship between employee job satisfaction, employee job dissatisfaction, and turnover intent.

Problem Statement

Employee job dissatisfaction has several adverse consequences for 911 call center supervisors, including voluntary turnover, lowered productivity, and high employee absenteeism (Yousef, 2017). According to the U.S. Bureau of Labor Statistics (2017), more than 6.9 million employees parted ways with their employer in 2017, because of voluntary employee turnover, layoffs, or terminations. The general business problem was that 911 call center supervisors incur productivity loss because of low employee job satisfaction. The specific business problem was that some front-line supervisors in 911 call centers lack leadership strategies to reduce employee job dissatisfaction.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies used by 911 front-line supervisors to reduce employee job dissatisfaction. The research population consisted of front-line supervisors from three 911 call centers located in southcentral Canada, who successfully developed and implemented strategies to minimize job dissatisfaction. The implications of this study for positive social change include the potential to lower the unemployment rate, decrease voluntary employee turnover, and contribute to the prosperity of employees, communities, and local economies.

Nature of the Study

The research methods that I considered for this study included quantitative, qualitative, and mixed methods. The approach I chose is qualitative. Qualitative researchers explore phenomena by collecting emerging data to investigate the how and

what of the study (Bryman, 2017). Qualitative researchers collect open data through open-ended interview questions. The process of open-ended interviews provides the researcher with insight into the participant's experiences and reveal the context and meaning of their actions (Yilmaz, 2013). To provide practical knowledge to future 911 supervisors through an improved literature bank, the experiences of 911 call center managers must be documented. Quantitative researchers isolate and define variables and variable categories (Brannen, 2017). The qualitative method was appropriate for my study.

A quantitative approach involves setting up a research strategy, testing hypotheses, and drawing conclusions from data gathered using surveys and questionnaires (McCarthy, Whittaker, Boyle, & Eyal, 2017). Mixed method research incorporates both quantitative and qualitative methodology (McKim, 2017). Mixed methods and quantitative analysis were not appropriate for this study as my research approach did not involve testing hypotheses, distributing survey/questionnaires, or testing variables.

The study designs that I considered for this study included phenomenological, ethnography, and case study. Hopkins, Regehr, and Pratt (2017) delineated phenomenological research as research that explores the unique experiences and perspectives of individuals involved in the process. Phenomenological research was not appropriate for my research as my intent is not to explore the meaning of the participant's circumstances. An ethnographic design was not suitable as with an ethnographic design, the researcher focuses on an entire culture within their natural setting over an extended

period (Hazzan & Nutov, 2014). Yin (2018) stated that data collection should involve open-ended questions with participants from numerous organizations. Therefore, I developed ten open-ended questions for six participants from three organizations. Using data collected via a semistructured interview format allows the participants to tell their story and was the best method to document the experiences of the study participants.

Research Question

The central research question for this study was: What strategies do front-line supervisors in 911 call centers use to reduce job dissatisfaction?

Based on the research question, I developed the following interview questions:

Interview Questions

Participants answered the following interview questions:

1. What is your understanding of job satisfaction?
2. How did job satisfaction strategies you implemented reduce job dissatisfaction within your 911 call center?
3. What external factors affect job satisfaction?
4. How do you as a supervisor, reduce voluntary employee turnover within your 911 call center?
5. How do policies and procedures affect your ability to influence employee job satisfaction within your organization?
6. How quickly do you as a supervisor, respond to issues related to job satisfaction?
7. How does your response to issues mitigate further job dissatisfaction?

8. What are some factors in your 911 call center that influence employee job satisfaction?
9. How do you think employee job satisfaction affected productivity within your 911 call center?
10. What additional information can you share regarding your strategies to reduce employee job dissatisfaction?

Conceptual Framework

The conceptual framework for this qualitative multiple case study design was the competing values framework. Cameron and Quinn (2011) studied organizational culture and how it affects job satisfaction within organizations. According to Cameron and Quinn, the competing values framework asserts that the effectiveness of an organization depends on the organization's ability to satisfy multiple performance criteria based on four sets of values. The four constructs of the competing values framework include (a) flexibility, (b) control and stability, (c) external focus, and (d) internal focus (Dastmalchian, Lee, & Ng, 2000). Cameron and Quinn presented each construct within an x and y-axis that is either competing or complementary to one another. Next, Cameron and Quinn identified four types of culture that fit within those competing values; hierarchy, clan, adhocracy, and market and stated that any organization that is primarily within one culture type is dysfunctional. The fundamental proposition that balanced organizations exist by incorporating all four types of culture, as defined by Cameron and Quinn, provided a lens into how 911 call centers can improve productivity. Cameron and Quinn's competing values framework may offer strategies to 911 call center

managers on how to improve job satisfaction by creating a balanced organizational culture.

Operational Definitions

I offer the following operational definitions to help readers understand the meaning of specific specialized terms I use during the study.

Compassion fatigue: Compassion fatigue is a common condition for workers who work directly with victims of disasters, traumas or diseases that can lead to a gradual reduction in compassion over time (Papazoglou, Koskelainen, & Stuewe, 2019).

Organizational change: Organizational change is a process by which the organization changes its structures so that change can occur within the organization (Mellert, Scherbaum, Oliveira, & Wilke, 2015).

Organizational culture: Organizational culture is the underlying beliefs, assumptions, values and ways of interacting that contribute to an organization's unique social and psychological environment (Carvalho, Castro, Silva, & Carvalho, 2018).

Workplace incivility: Low-intensity deviant behavior in the workplace with an ambiguous intent to harm (Schilpzand, De Pater, & Erez, 2016).

Assumptions, Limitations, and Delimitations

Assumptions

Barnham (2015) noted that individuals encompass or view the world and distinguish themselves by their perceptual judgments, and that researchers carrying out qualitative research should express their underlying assumptions and limitations on objectivity. Khorsandi and Aven (2017) defined assumptions as phenomena not

specifically linked to research paradigms. The principal assumption in this study was that I would gain a better understanding of the phenomenon outlined in the study by collecting information from 911 call center supervisors. An additional assumption was that participants will provide honest responses to the interview questions. Participant dishonesty may have skewed the outcomes of the research and invalidate the study.

Limitations

Limitations are potential weaknesses or influences of research that may be outside the control of researchers (Flick, 2018). Yin (2018) affirmed that limitations and gaps exist in all research studies. A limitation of my study was that participants in the study were volunteers and at any time, could withdraw from the study. If the sample had not been large enough to capture all or most of the critical information, the number of participants could have affected data saturation. Another limitation was responses of the participants may include bias. Another limitation of the research was job satisfaction within the country's 911 call centers or other areas may vary. A final limitation was the sample in case studies may be too small to make generalizations about the business sector or geographic location.

Delimitations

Delimitations are boundaries that researchers establish to control the scope of the study (Bloomberg & Volpe, 2018). The first delimitation in this study was the geographic area of the greater Toronto area. Only participants in the greater Toronto area were qualified and recruited for the study. Second, the study involved participants who comply with the following eligibility criteria: (a) supervisors at the 911 targeted call-

centers, (b) supervisors ready to share experiences and perceptions of job satisfaction at 911 call-centers, (c) fluent English speaking supervisors, (d) supervisors with a minimum of 2 years in a supervision role, and (e) supervisors who were over the age of 19. The third delimitation was that I only used semistructured interviews and organizational documents to collect data. The final limitation was the participants in this study were limited to supervisors working in 911 call centers. Future researchers should replicate the study in other industries to minimize this limitation.

Significance of the Study

Job dissatisfaction can influence 911 communicator retention and productivity (Jwu, Hassan, Abdullah, & Kasa, 2018). The results of the research can be valuable for 911 call centers as they can assist 911 call centers achieve an enhanced knowledge of job satisfaction and discontent. Specifically, the results of this study may provide additional information to 911 call center supervisors to help them understand how job satisfaction affects retention and productivity. Jin, McDonald, and Park (2018) explained that low job satisfaction increased turnover intentions and identified strategies that could mitigate voluntary turnover by addressing employee intentions. Strategies presented in this study could allow 911 call center supervisors to influence social change by reducing voluntary turnover in 911 call centers, through increased job satisfaction. Increased job satisfaction will enhance the health and well-being of all 911 call center employees.

Contribution to Business Practice

Law enforcement personnel uphold law and order through the detection, prevention, and investigation of crime. According to Johnson (2012), the handling of

crime requires law enforcement personnel to be exposed to the worst that society has to offer regarding violence, cruelty, and indifference to the welfare of others. The cynical nature of police work contributes significantly to decreased job satisfaction and performance, high employee turnover/absenteeism, and increased expense in recruiting and training new employees (Johnson, 2012). The findings of this descriptive multiple case study may help business managers to contribute to positive business practice by influencing organizational growth, creating meaning and permanent employment by enhancing job satisfaction.

Implications for Social Change

This descriptive multiple case study contributes significantly to social change as the findings may be useful to 911 call center managers who want to develop strategies for reducing employee job dissatisfaction. The findings of the descriptive multiple case study may contribute to positive social change as managers use strategies to minimize job dissatisfaction resulting in increased productivity. A 911 call center manager may share job satisfaction strategies with other law enforcement department managers so that a reduction in operating cost will increase the value of policing services for taxpayers. A reduction in policing cost will provide a positive social outcome by freeing up tax dollars for other social programs such as affordable housing and public transit. The results of this study could contribute to social change by helping other 911 call center supervisors enhance job satisfaction which provides more happy employees who work to support their family and make a positive contribution to their communities and society in general.

A Review of the Professional and Academic Literature

The purpose of this multiple case study is to explore strategies 911 call center supervisors implement to improve job satisfaction. The system of public health emergency response is based on the *first responder*, the employee of an emergency call center that handles the emergency needs of an underlying public (Baseman et al., 2018). Acute and chronic job stressors are challenging 911 call center telecommunications (CTs): tense interactions with crisis callers; overtime; shift work; constantly changing technologies; and negative working culture, including worker conflict (Meischke et al., 2018). Satisfied employees are much more likely to help improve the efficiency of an organization (Muterera, Hemsworth, Baregheh, & Garcia-Rivera, 2018). Satisfied 911 call center staff give enhanced productivity and cost savings to 911 call center managers as government agencies are being pressured to provide services with lower budgets.

In this literature review section, I offer a general background on previous studies regarding job satisfaction and productivity outcomes. My goal for the literature review was to provide readers with a comprehensive understanding of the subject of employee job satisfaction. I divided the literature review into the following subsections: (a) the relevant theories; (b) job satisfaction and organizational performance; (c) organizational culture and leadership; (d) recruitment and employee turnover; and (e) work environment, burnout, and emotional fatigue.

My research began by reviewing the literature published between 2015 and 2019. The primary search terms I used to gather this information were *911 call center*, *call centers*, *job satisfaction*, *employee motivation*, *employee commitment*, *organizational*

commitment, organizational culture, employee absenteeism, retention strategies, hierarchy, leadership, and transactional leadership. To expand the topic of this study, I searched other terms, such as *competing values framework, transformational leadership theory, and transactional leadership theory.* Database searches resulted in numerous scholarly, peer-reviewed articles and other relevant publications from databases such as Business Source Complete, Emerald Management, and ABI/INFORM Complete, and Sage Premier. I also used other databases such as ScienceDirect, ProQuest Central, Google Scholar, Expanded Academic ASAP, Academic Search Complete, and Thoreau Multi-Database Search. Books, dissertations and Canadian government publications are also included in the other documents. Table 1 summarizes the various synopses and type of sources.

Table 1

Percentages of Sources Researched in Literature Review

Reference Type	Total	%	<5 years	>5 years
Scholarly peer-reviewed articles	237	87	190	47
Dissertations and theses	1	>1%	1	0
Seminal books	29	10	17	12
Magazine articles	0	0	0	0
White papers and reports	3	>1%	2	1
Government, company and International websites	3	>1%	3	0

The Relevant Theories

The two theories that comprise my conceptual framework are the competing values framework and transformational leadership theory. Both theories may be relevant to the study of business organizations. Researchers exploring job satisfaction issues frequently use the competing values framework (Chiles, 2015). Regarding the transformational leadership theory, a leader works with teams to identify necessary changes, create a vision to guide change by inspiration, and execute a change in tandem with committed group members (Farahnak, Ehrhart, Torres, & Aarons, 2019).

Competing values framework. The competitive values framework (CVF) has been identified as one of the 40 most important frameworks in the history of business and has been tested in thousands of organizations for more than 30 years (Ten Have, Ten Have, Stevens, vander Elst, & Pol-Coyne, 2003). Quinn and Rohrbaugh (1981) first developed the concept of competing values in 1981, considering organizational culture is a single value and a combination of values, all competing with each other. Quinn and Rohrbaugh assert that the effectiveness of an organization depends on the organization's ability to satisfy multiple performance criteria based on four sets of values (Cameron & Quinn, 2017). Cameron and Quinn used these four values to examine four constructs of organizational effectiveness: flexibility, control and stability, external focus, and internal focus (Dastmalchian et al., 2000). Quinn presented each construct within an x- and y-axis that is either competing or complementary to one another (Cameron & Quinn, 2017). Next, Quinn identified four types of culture that fit within those competing values (see

Figure 1): hierarchy, clan, adhocracy, and market and stated that any organization that is primarily within one culture type is dysfunctional (Sasaki et al., 2017).



Figure 1. The competing values framework. Adapted from “The Competing Values of Leadership, Effectiveness, and Organizational Theory” by Cameron & Quinn, 2011, p.53. Copyright 2011 by the Authors. Reprinted with permission.

In the bottom left-hand quadrant of the CVF, the Hierarchical Archetype is characterized by a controlled, formalized, and structured workplace (Cameron & Quinn, 2017). In the upper left quadrant of the CVF, the Clan Archetype is associated with family-like concepts of an organization where culture appears to have extended families more than economic entities, permeated by shared values and objectives, cohesion, participatory activity, individuality and a sense of togetherness (Cameron & Quinn, 2017). The Adhocracy Archetype, in the upper right quadrant of the CVF, posits that innovative and pioneering initiatives lead to success, companies develop and prepare the future mainly for new products and services, and the primary management task is to promote entrepreneurship, creativity and cutting-edge business (Cameron & Quinn, 2017). The Market Archetype, in the lower right quadrant of the CVF, is linked to

business organizational concepts that highly value creativity, adaptability, and innovation (Cameron & Quinn, 2017). Examination of culture within 911 call centers using Cameron and Quinn's CVF can provide 911 call center supervisors with strategies to improve job satisfaction.

Sasaki et al. (2017) applied the CVF to assess the archetypes of organizational culture within Japanese neonatal intensive care units. Since the late 1990s, organizational culture in the healthcare sector has been a significant contributor to health quality and performance (Sasaki et al., 2017). Sasaki et al. concluded that the dominant culture varied by occupation. Groups and cultures of the hierarchy were both influential among physicians and stronger among nurses. Group culture values are positively related to job involvement and job satisfaction (Brazil, Wakefield, Cloutier, Tennen, & Hall, 2010). Identifying organizational culture strengths and weaknesses before introducing the quality of care is especially beneficial for managers struggling to improve patient results (Sasaki et al., 2017).

While the CVF is widely used as an organizational assessment tool and has proven useful as a means of organizational effectiveness in the literature, there is little research on how this applies to volunteer organizations (Grabowski, Neher, Crim, & Mathiassen, 2015). Competition in the nonprofit sector has increased dramatically over the past 2 decades, with (a) increasing the number of nonprofit organizations, (b) decreasing and disseminating government support, and (c) entering the markets of profit-making companies traditionally the nonprofit domain (Topaloglu, McDonald, & Hunt, 2018). Grabowski et al. (2015) employed the CVF to analyze the effectiveness of

voluntary agency Right in the Community (RitC), a voluntary agency serving the developmentally disabled. RitC management has made daily efforts to raise funds and recruit volunteers to efficiently use resources to provide their group with relief, home maintenance, and development and transportation services; and to meet the sometimes conflicting needs of a myriad of stakeholders, including those with developmental disabilities and their caregivers (Grabowski et al., 2015). The CVF found that RitC, for services such as relief, home group maintenance, and volunteer management must shift the organizational focus to its personnel and activities internally; establishing a higher level of control structure; and shift RitC 's managing concerns toward productivity and results. Shifting managing concerns toward productivity and results will require a supportive organizational environment that encourages managers to share perspectives and experiences gleaned in their managerial careers (Tong & Arvey, 2015).

Jabeen and Isakovic (2018) sought to determine the effect of organizational culture on trust and career satisfaction in top management. The subjects were 128 mid-level managers in 10 government agencies in the United Arab Emirates (UAE). Managers of the public sector are commonly known to operate in precise situations (Lindquist & Marcy, 2016). Jabeen and Isakovic (2018) concluded that representatives from organizations such as 'clan' and 'adhocracy' tended to have more faith in top management than in other types of culture. Clan-type respondents were also more satisfied with their career, and only clan-type organizational culture predicted significant career satisfaction (Jabeen & Isakovic, 2018). Ashmore and Gilson (2015) discovered that retaining talent at all levels is a more urgent problem of organizations in the public

sector, and essential to obtain insight into the link between organizational culture and job satisfaction.

Organizational adaptation is a dynamic process that aligns environment, culture, and leadership with institutional mission and strategies (Fisher & Wilmoth, 2018). Fisher and Wilmoth (2018) suggested that many leaders chose a position based on the reputation and location and personal factors and objectives of the institution but could miss indices that they are poorly adapted to the organization. Fisher and Wilmoth (2018) researched the *best fit* for university leaders by using the competing values framework and the organizational culture assessment instrument. The CVF and OCAI are well-recognized instruments for quantitatively measuring organizational culture and have been validated in numerous studies (Heritage, Pollock, & Roberts, 2014). The OCAI is an instrument that comprises 24 questions divided into six structures, which are used to address the perception of employees of the core elements of culture: the dominant characteristics of current culture, the management of employees, the corporate glue, and the emphasis placed on strategies and success criteria (Adeinat & Abdulfatah, 2019). Fisher and Wilmoth (2018) concluded that a concentrated evaluation of the organization from the university's most important administrative level to the faculty and the staff would support the candidate when choosing his or her fit.

In practice, many performance appraisal (PA) systems do not work well despite a good deal of research on their many aspects. Ikramullah, Van Prooijen, Iqbal, and Ul-Hassan (2016) investigated the effectiveness of performance appraisal (PA) systems and found that the efficacy of PA is subjective, and the criteria used for determining its

effectiveness depend on its values and preferences by stakeholders. Ikramullah et al. contended that the effectiveness of the PA system should, instead of a single standard, be assessed by multiple criteria which involve stakeholder preferentiality. The various dimensions of the PA system have differing values and preferences for each stakeholder (Ikramullah et al., 2016). PA researchers have suggested four criteria to evaluate the effectiveness of a PA system, namely: use, qualitative, quantitative, and result in criteria (Ikramullah et al., 2016).

Culture affects the productivity of an organization. Losonci, Kása, Demeter, Heidrich, and Jenei (2017) investigated shop floor culture as examined through the CVF and the impact of shop floor culture on lean production practices. The methodology for this study was a questionnaire completed by 70 shop floor employees at a manufacturing company in Hungary. The results of the study indicate that the effect of subfloor culture on lean production is weak. This study benefits my doctoral research by providing background information on defining subcultures and their characteristics.

Transformational leadership theory. Leadership style and effectiveness continue to be a topic of discussion for organizational leaders. As modern organizations struggle with a limited commitment of employees to their organizations, Delegach, Kark, Katz-Navon, and Van Dijk (2017), selecting an appropriate leadership style will pay substantial dividends. Managers can improve productivity, lower absenteeism, and increase job satisfaction by choosing an appropriate leadership style.

One leadership style beneficial for 911 call center supervisors is transformational leadership. Transformational leadership is a leadership approach that leads to change in

individuals and social systems. The concept of transformation leadership was initially introduced by Dow and Downton (1973) who conceived the term "transformation leadership," an idea developed further by Burns (1978), a leading expert, and presidential biographer. The basic concepts of the transformation theory of leadership as identified by Burns include (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration (Northouse, 2018). Burns maintained that with the strength of their vision and personality, transformation leaders could inspire people to change their expectations, perceptions, and motivations to achieve common goals.

Bass (1985) extended the Burns (1978) theory by explaining the psychological mechanisms that underpin transformation and transactional leadership. According to Bass transformational leaders are: (a) a model of fairness and integrity, (b) sets clear objectives, (c) have high expectations and foster others, (d) provide support and recognition, and (e) stir the emotions of others while looking beyond their own interest.

Boamah, Laschinger, Wong, and Clarke (2018) identified that transformational leadership played a significant positive role in empowering people at work, increasing the satisfaction of health care workers and reduced the frequency of adverse patient outcomes. Policy intervention must encompass both transformative leadership and the capacity to improve job satisfaction among healthcare workers and nurses (Choi, Goh, Adam, & Tan, 2016).

In the globally competitive market of 2019, innovation has become a dominant point of discussion in all organizations. Innovative literature focuses the most on

transformation management and has been debated and conceptualized as a driving force behind team innovation (Jiang & Chen, 2018). Chaubey, Sahoo, and Khatri (2019) examined the Indian automobile industry to determine the relationship between transformative leadership and employee creativity and its effect on organizational innovation. Chaubey et al. found that if automotive managers wish to promote employee creativity and accelerate corporate innovation, they may have to pay special attention to the physical working environment and corporate policies. Second, automotive managers must analyze the physical aspects of the workplace, such as workplace ergonomics, if they wish to stimulate employees and to create a positive mood (Chaubey et al., 2019). Zuraik and Kelly (2019) examined the role of chief executive officer transformational leadership and innovation climate in exploration and exploitation. Transformational CEOs have a direct positive effect on innovation (Zuraik & Kelly, 2019). Regardless of the position within an organization, transformational leaders positively contribute to change.

Organizational change requires some essential and unique dynamics that demand a new leadership perspective and style. Holten and Brenner (2015) sought to determine how leadership style influences organizational change. Using data collected through a questionnaire administered to health care assistants, nurses and staff with other health-care educations at two eldercare facilities in Denmark, Holten and Brenner found that the management's commitment to change – the leadership style is indirectly linked to the change assessment of followers. Second, transformation leadership has had a positive long-term effect on the evaluation of change by followers (Holten & Brenner, 2015).

Transformational leaders could improve the strength of employees, thereby increasing their perception of the effect of change as beneficial and improve their involvement of employees during organizational change (Faupel & Süß, 2018). Transformational leaders have the buy-in of followers, making transformational leadership the right leadership style for affecting organizational change (Holten & Brenner, 2015).

Alternative Theories

In this research study, I explored the strategies used by 911 call center supervisors to enhance job satisfaction. I regarded several theories to determine a suitable conceptual framework to be used, including Herzberg's two-factor theory (1959), Maslow's hierarchy of needs theory, and the competing value framework. These theories are widely used by researchers who explore job satisfaction issues (Chiles, 2015). I chose to use the competing values framework for this study after considering these theories because this theory was most appropriate to support my objective of improving call taker job satisfaction. The following sections include information on these various theories and justify my selection of the competing values framework.

Herzberg's two-factor theory. One commonly used theory of motivation and job satisfaction is Herzberg's two-factor theory (Ataliç, Can, & Cantürk, 2016). The two-factor theory was created by Herzberg (1959), which suggest two factors that could influence employee satisfaction: motivation and hygiene. Hygiene factors include superior relationships, working circumstances, pay, and peer relationships. Motivation factors include performance, appreciation, work itself, accountability, progress and development in the business (Herzberg, Mausner, & Snyderman, 1959). While Herzberg

developed the two-factor theory more than 50 years ago, researchers still consider the theory to be effective in assessing job satisfaction (Matthews, Daigle, & Houston, 2018). Despite Herzberg presenting considerable empirical evidence to confirm the motivation-hygiene theory, many authors remain critical. Chitiris (1988) and Hyun and Oh (2011) found that Herzberg's theory cannot be applied to all types of sectors and needs to be re-examined to comprehend which motivational variables are more important in distinct sectors. The issues about Herzberg's theory drawn from research in 911 call centers may not be applicable in other contexts.

Maslow's hierarchy of needs. The two-factor motivation-hygiene theory by Herzberg (1959) aligned with the hierarchy of needs by (Maslow, 1943). Maslow stressed how people improved their motivation by meeting their main physical needs. Maslow categorized the fundamental requirements of an individual into five distinct categories: physiology, security, belonging, appreciation, and self-actualization (Hale, Ricotta, Freed, Smith, & Huang, 2019). Maslow said that a person must strive to satisfy his fundamental physiological needs before he or she achieves higher requirements such as self-esteem, leading to self-realization. Job satisfaction occurs based on five-tier human needs that follow a logical order and the basic lower level needs must be satisfied before those at higher levels such as self-actualization needs (Al-Shammari & Al-Am, 2018). While Maslow's theory is considered simple for managers to understand and follow, researchers have criticized the theory for its operationalisation of some of the concepts, which make it difficult for the researchers to test his theory (Hale et al., 2019).

Call Centers

Call centers are modern service networks where agents provide customer services by telephone (Ye, Luedtke, & Shen, 2019). In 2014, the United States had 2.5 million call center jobs, expected to rise to more than 2.8 million by 2025 (Statistics, 2015). Police, fire, and ambulance dispatchers, also called public safety telecommunicators, answer emergency and nonemergency calls (Statistics, 2015). Employment of police, fire, and ambulance dispatchers is projected to grow 8 % from 2016 to 2026, increasing from a total workforce of 98,600 to over 106 000 employees (Statistics, 2015). Since call center employees are often the first point of contact between current and potential customers and organizations, call center managers should focus on developing and implementing leadership techniques that focus on improving employee job satisfaction.

Effective call center management is a challenging task, mainly because managers face significant uncertainty consistently. Ibrahim, Ye, L'Ecuyer, and Shen (2016) posited that efficient administration of a call center is a challenging task, as managers have to make staffing and scheduling decisions to balance the costs of staffing and the quality of service, which always conflict, in the presence of uncertainty about demand. Efficient workforce planning is essential for the management of the call center with regard to cost savings and the desired quality of service. With most budgets spent on staffing agents, inbound call centers are labor intensive, and overstaffing leads to unnecessary costs (Ye et al., 2019). Call center work is a stressful experience, as lower job satisfaction rates in many call centers suggest (Ananthram, Xerri, Teo, & Connell, 2018). Matthew Johnston, Johnston, Sanscartier, and Ramsay (2019) described call

center work as alienated work in which workers form ' digital publics ' through online spaces where they denounce their colleagues and employers, providing a collective coping mechanism and backing for their oppressive and utterly dominant working conditions. Understanding the reasons behind job dissatisfaction within 911 call centers will help 911 call center supervisors to develop strategies for increasing job satisfaction.

Job Satisfaction

Corporate researchers have long studied job satisfaction and job motivation. Since 1976, Locke's seminal job satisfaction theory (1976) has set the stage for extensive workplace satisfaction research. According to Locke, job satisfaction is a pleasant or positive emotional state resulting from assessing one's job or job experiences (Locke, 1976). Job satisfaction is a measure of how content employees are with their job, including whether they like the job or individual aspects or facets of the job, such as the nature of work or supervisor (Spector, 1997). Adewunmi, Koleoso, and Omirin (2016) summarized job satisfaction as a combination of several factors, such as internal and external motivations, salary, working conditions, organizational climate, and leadership styles. The study of job satisfaction has evolved into a multifaceted investigation of its effect on organizational elements including turnover intention, organizational commitment, sickness absence, job stress and firm performance (Lu, Zhao, & While, 2019).

Indirect relations and job satisfaction predictors contribute to a broader understanding of the complex phenomenon of job satisfaction, which can in turn help to develop effective strategies to address 911 call center shortages and to improve policing

services for citizens. Several studies suggest that satisfied employees are less likely to leave an organization (Aydogdu & Asikgil, 2011; Huang & Su, 2016; Naderi Anari, 2012). Amin, Akram, Shahzad, and Amir (2018) stated that the most valuable asset of any organization is its employees. When supervisors of 911 call centers understand job satisfaction, the potential for retaining the most important assets of the call center is increased.

Job Satisfaction and Turnover Intention

Since 2013, the use of call centers has risen considerably. According to Said Echchakoui and Naji (2013), between 2001 and 2006, the number of call Centers in Canada has increased by 27.7%. This increase in call centers has brought about many challenges for call center managers and supervisors. The issues with call center management lie with the inability of call centers to retain employees (Ro & Lee, 2017). The high turnover rate of call center employees has prompted researchers to investigate why call center employees quit their jobs.

The research regarding the correlation between organizational culture and leadership within 911 call centers is minimal. The research about call center performance is extensive and provides a direct connection to the challenges faced by 911 call center supervisors. The bulk of the research about effective call center management revolves around the moderating effects of personality traits and organizational identification. According to SaïD Echchakoui (2016), the problem with call center management is that they do not recruit employees who have personality traits that match the identity of the organization. Echchakoui conducted a qualitative study to test his

hypothesis that there will be a positive relationship between conscientiousness and organizational identification in a call center. This quantitative study consisted of sending 200 questionnaires to agents at a leading call center in New Brunswick, Canada. The results of the survey showed that 38.9 % of employees identified had three personality traits associated with organizational identification; conscientiousness, emotional stability, and openness.

The strength of the study by SaïD Echchakoui (2016) resides in the reality that he builds his research on the basis of the favourite instrument used by academics; that is the big five model of Costa and McCrae (1985). Many critical individual differences in people's patterns of thinking, feeling, and behaving can be summarized regarding the big five personality domains, which we label extraversion, agreeableness, conscientiousness, negative emotionality (alternatively labeled neuroticism vs. emotional stability), and open-mindedness (alternatively labeled openness to experience, intellect, or imagination (Costa & McCrae, 1985). The big five inventory (BFI) has been used in hundreds of studies to date and has demonstrated considerable reliability, validity, and utility (Soto & John, 2017).

Call centers experience high turnover rates and job dissatisfaction. According to Kraemer and Gouthier (2014), the elevated personnel turnover rate is a significant problem for the call center industry, resulting in considerable cost. One reason for the high turnover rate is the variance in remuneration throughout various call centers (Schroth, Schietinger, & Bittner, 2017). High turnover rates within call centers are also a result of low job satisfaction as those employees who are dissatisfied on the job are more

likely to leave than satisfied employees are (Zito et al., 2018). For 911 call centers to meet mandated staffing levels, job satisfaction must be a priority for call center supervisors.

Employee retention is an ongoing challenge for human resource professionals (Edet, Benson, & Williams, 2017). Turnover intention can be defined as the intention of an employee to abandon or leave his or her company (Li, Zhu, & Park, 2018). Turnover intention can be either voluntary or involuntary. Voluntary turnover is when employees leave the organization voluntarily. Voluntary turnover occurs when an employee has a better alternative than their current employment. Involuntary turnover occurs when an organization is not satisfied with the employee's performance and decides to terminate their employment. Pandey, Singh, and Pathak (2019) posited that job satisfaction was found to be negatively associated with turnover intentions. Low turnover is related to high job satisfaction, and low job satisfaction leads to high turnover intention (Saeed, Waseem, Sikander, & Rizwan, 2014).

L. Lu, Lu, Chieh, Gursoy, and Neale (2016) examined the influence of employee positions (supervisor vs. line - level employee) on work-related variables (e.g., work commitment, job satisfaction, and turnover intentions). The data were collected from line employees and supervisors in 29 mid-to upscale hotels. Lu et al. concluded that Supervisors have significantly higher work commitment and lower turnover intentions than line-level employees, while job satisfaction does not vary across positions. Employee positions moderate the relationship between absorption and job satisfaction, and the relationship between intentions of dedication and turnover (Lu et al., 2016).

Tarigan and Ariani (2015) examined the relationship between job satisfaction and employee turnover at a manufacturing company in Yogyakarta and Surakarta. Tarigan and Ariani discovered that when employees are satisfied with their work and committed to the organization, they tend not to terminate their employment voluntarily. De Simone, Planta, and Cicotto (2018) examined the role of job satisfaction, work engagement, self-efficacy, and agentic capacities on nurses' turnover intention and patient satisfaction. Data was collected from 194 nurses and 181 patients from 22 inpatient wards at two hospitals in southern Italy. De Simone et al. concluded that job satisfaction had direct or indirect effects on the turnover of nurses and that job satisfaction had a stronger bearing on turnover intention. Patient satisfaction was positively correlated with nurses' job satisfaction and negatively correlated with nurses' turnover intention (De Simone et al., 2018).

A. Lu and Gursoy (2016) examined the moderating effect of generation (Millennials vs. Boomers) on the relationship between emotional exhaustion and job satisfaction and turnover intention. Using data collected through self-administrated questionnaires from 29 mid-or upscale hotels owned or managed by a North American branded hotel management company, A. Lu and Gursoy found that millennial employees are likely to exhibit higher job dissatisfaction and turnover intention than boomer employees. Jabeen, Friesen, and Ghoudi (2018) examined the quality of work life and its influence on job satisfaction and turnover intention of Emirati women employed in various public sector organizations in the United Arab Emirates. Jabeen et al. concluded

that the quality of work life had a positive effect on job satisfaction and a negative effect on turnover intention.

Job Satisfaction, Organizational Culture, and Commitment

Organizations require employees committed to the organization. Organizational commitment refers to the extent to which individuals are adequately identified and involved in the organization (Geisler, Berthelsen, & Muhonen, 2019). Organizational commitment, as explained by Meyer and Allen (1991), consisted of effective dedication, continuance, and normative commitment, which could affect an employee's behavior with an organization. Affective commitment is an emotional connection that employees have with the organization; continued commitment is the cost-benefit of leaving the organization; and normative commitment is the feeling of obligation on the employee to remain with the organization (Nazir, Shafi, Qun, Nazir, & Tran, 2016; Tosun & Ulusoy, 2017). Lu et al. (2019) concluded that job satisfaction and organizational commitment are highly interrelated. Improving job satisfaction can improve an employee's commitment to the organization.

Various factors in the workplace, including job satisfaction, drive the organizational commitment of an employee (Ćulibrk, Delić, Mitrović, & Ćulibrk, 2018). Lambert, Qureshi, Frank, Klahm, and Smith (2018) examined job stress, job involvement, job satisfaction, and organizational commitment and their associations with job burnout among Indian Police Officers. Lambert et al. collected data from 827 Indian police officers in the Sonipat and Rohtak district to examine how job satisfaction affects organizational commitment. The results suggest that job stress, job involvement, job

satisfaction, affective commitment, and ongoing commitment have an influence on Indian officers' burnout, as Western officers have found. The results showed that a continuance commitment to job satisfaction had a positive influence on organizational commitment.

In many professions, the relationship between organizational commitment and job satisfaction is also investigated. Lee and Lin (2019) used a demographic questionnaire, a job satisfaction scale, and a job burnout inventory to examine the relationship between job satisfaction and organizational commitment among 295 Taiwanese nurses. Lee and Lin argued that nursing managers need to improve job satisfaction to reduce burnout, which can encourage nursing staff to retain their current jobs and improve the quality of care they provide. Carvalho et al. (2018) investigated relationships between the four types of organizational culture (clan, hierarchy, adhocracy, and market) and the three dimensions of organizational commitment (affective, normative and instrumental) in the Brazilian banking sector. Hierarchy culture had a strong relationship with organizational culture while market culture showed a weak correlation with job satisfaction and organizational commitment. Clan culture had a significant effect on organizational commitment and job satisfaction and adhocracy culture had a strong relationship with normative commitment. Examining the link between culture types and job satisfaction can help managers yield better business results (Carvalho et al., 2018).

Job Satisfaction, Leadership, and Organizational Performance

Research on the connection between job satisfaction and job performance has been performed since at least as early as 1945 (e.g., Brody, 1945) and the methodology used has varied widely (Davar & RanjuBala, 2012). Brooks (2019) examined the

relationship between disability and job satisfaction and how differences in job satisfaction between employees with and without disabilities can reflect educational achievement and respect for the perceived workplace. Zou (2015) explained that women report significantly higher levels of job satisfaction, either full-time or part-time, than men. Brooks found that disabled workers reported lower levels of job satisfaction on average than their skilled counterparts.

Diverse factors influence organizational performance, internal factors which the company can influence and external, beyond the influence of the company. Job satisfaction is an internal factor that can be influenced by the organization. The relationship between internal marketing, job satisfaction of employees, and perceived organizational performance in microfinance institutions was examined by (Kanyurhi & Bugandwa Mungu Akonkwa, 2016). Data from 419 staff working in 53 microfinance institutions in Kivu (DR Congo) were collected. The results revealed that the relationship between internal marketing job satisfaction and organizational performance is positive and significant (Kanyurhi & Bugandwa Mungu Akonkwa, 2016).

Bakotić (2016) explored the link between job satisfaction and organizational performance to determine whether the relationship between these two variables is provisionally proven and the direction and intensity of this relationship. Study data were collected through surveys distributed to 5806 employees working in 40 Croatian large and medium-sized enterprises. Bakotić concluded that a link exists between job satisfaction of employees and organizational performance in both directions, but with

relatively low intensity. Job satisfaction determines the organization's efficiency rather than the organization's performance (Bakotić, 2016).

Khan, Imran, and Anwar (2019) sought to analyze the negative aspect of management conduct that results in emotional exhaustion and stress and its effects on job satisfaction. Data were collected from a survey of 250 respondents working in telecommunications call centers. The objective of the research project was to identify the relevance of the relationships between the proposed variables such as destructive leadership, emotional exhaustion, stress, and job satisfaction and their scope to achieve the resultant effects on employees as well as the organization (Khan et al., 2019). Malik, Sattar, Younas, Numl, and Nawaz (2019) posited that the relationship between workplace harassment and emotional stress was significantly moderated by toxic leadership. Equally important, emotional stability indirectly affects citizenship fatigue by emotional fatigue, which leads to fewer depletion and less fatigue in citizenship for emotionally stable workers (Liu & Yu, 2019). Khan et al. concluded that emotional exhaustion and work stress increased due to destructive leadership, resulting in lower job satisfaction.

Torlak and Kuzey (2019) examined the link between leadership, job satisfaction, and performance in private education institutes of Pakistan. Data were collected through a survey based on e-mail/interview from 189 employees working at private education institutes in Pakistan. Torlak and Kuzey concluded that the transactional leadership style had a positive influence on employee job satisfaction for Pakistani educators. An examination of the effect of ethical leadership on volunteers' satisfaction, as well as on their effective organizational commitment and intention to stay in the same non-profit

organization was conducted by (Benevene et al., 2018). Data was collected via an anonymous questionnaire individually administered to 198 Italian volunteers of different non-profit organizations. Benevene et al. and Torlak and Kuzey agreed that to increase the rate of employee retention as well as their affective commitment, business managers must give proper attention to employee job satisfaction.

In addition to the transactional leadership style, researchers have also researched several other styles of leadership and the effect on job satisfaction. Fallatah and Laschinger (2016) studied the influence of authentic leadership and supportive work environments on the job satisfaction of new graduate nurses. Authentic leadership is geared toward the person in charge and their actual leadership (Peter Northouse, 2017). Data (n = 93) were collected from new graduate nurses at the North Carolina Center for Nursing, who were in their first two years of practice. The results show that managers with authentic leadership create supportive professional practices and are more likely to improve work satisfaction in new graduates (Fallatah & Laschinger, 2016). In a similar study, Olaniyan and Hystad (2016) examined the psychological capital of employees, job satisfaction, insecurity, and quitting intentions: the direct and indirect effects of authentic leadership. Data for the study were collected from questionnaires received from 402 seafarers working in the offshore oil and gas shipping re-supply industry of the North Sea and Southeast Asia. Olaniyan and Hystad concluded that employees who perceived their leader as authentic reported higher job satisfaction and less job insecurity and plans to leave the organization. This view supports Olaniyan and Hystad's findings that authentic leadership is one form of leadership that can improve job satisfaction.

The 911 call center supervisor must have a thorough understanding of the various leadership styles that could effectively improve job satisfaction. Another form of leadership studied to determine its effect on job satisfaction is servant leadership. Servant leadership focuses first on the individuals' ability to succeed and second on mission success (Gandolfi, Stone, & Deno, 2017). Al-Mahdy, Al-Harhi, and Salah El-Din (2016) studied servant leadership of school principals and the job satisfaction of their teachers in Oman. Data for the study was collected from 356 teachers working for government schools throughout Oman. The results of the study found that teachers working under servant leadership were moderately satisfied with their jobs in terms of the promotion process, the nature of work and the supervision that they receive (Al-Mahdy et al., 2016). Alonderiene and Majauskaite (2016) investigated leadership and job satisfaction in institutions of higher education. Seventy-two faculty members and ten supervisors from Lithuanian public and private universities provided data for this study. The research identified servant leadership as having a significant positive affect on faculty job satisfaction where, while the controlling autocratic leadership style had the lowest affect (Alonderiene & Majauskaite, 2016).

Transformational leadership is a style in which the leader identifies the changes needed, creates a vision to guide the change through inspiration, and implements the change with the commitment of the group members (Thomson III, Rawson, Slade, & Bledsoe, 2016). Many documented studies in international literature show the relationship between management and job satisfaction (Kouni, Koutsoukos, & Panta, 2018; Puni, Mohammed, & Asamoah, 2018). Puni et al. researched to understand how

the mechanisms that link transformation leadership with employee satisfaction by examining the moderating influence of contingent pay on relations. Data from 315 bank employees were obtained and analyzed using correlation and multiple regression methods. Puni et al. concluded that there are positive relations between transformational leadership and job satisfaction that is increased by contingent reward. Gathondu, Nyambegera, and Kirubi (2018) discussed trust influence as a transformational leadership result on the performance of staff in Kenya's microfinance institutions. Gathondu et al. concluded that trust has a positive and vital connection with staff performance in microfinance institutions in Kenya as a result of transformational leadership. Abouraia and Othman (2017) sought to understand how transformational leadership, job satisfaction, organizational commitment, and turnover intentions affect banking employees of Saudi Arabia. Abouraia and Othman (2017) concluded that staff who have a closed relationship with a transformative leader have more job satisfaction and organizational commitment.

Job Satisfaction, Job Burnout, and Sick Absence

The 2020 workforce is experiencing job burnout in epidemic proportions. Prolonged or repeated exposure to stress can cause job burnout, as prolonged stress can result in extreme tiredness and loss of passion for work (Maslach, Schaufeli, & Leiter, 2001). Job burnout is a lengthy reaction to chronic emotional and interpersonal stressors at work and is defined by three dimensions: exhaustion, depersonalization, and personal accomplishment (Maslach, 2003). The most common result of burnout is exhaustion, which can be both physical and emotional (Maslach, 2001). Depersonalization, which is

the act of distancing oneself from one's job, is usually cognitive and is often the result of exhaustion (Maslach, 2001, 2003). Inefficacy, which is reduced personal achievement, often results from an overwhelming chronic demand; this often leads to exhaustion or cynicism (Maslach, 2001). Job burnout can also lead to compassion fatigue for 911 call takers and dispatchers.

Emergency call takers and dispatchers are considered first responders as they are the first point of contact for citizens in distress or emergencies. First responders, nurses, clinicians, therapists, and emergency medical doctors often respond to potentially traumatic events or incidents and are required as part of their duties to assist traumatic individuals (Blau, Bentley, & Eggerichs-Purcell, 2012; Jacobson, 2012; Musa & Hamid, 2008). Compassion fatigue is a potentially compelling consequence for anyone who persistently deals with people suffering from depression, addiction, poverty or any combination of circumstances creating hardship or feelings of desperation and helplessness (Turgoose, Glover, Barker, & Maddox, 2017). As Figley (1995) pointed out, compassion fatigue comes from professionals who work with victims of traumatic events or experience extreme stress; in turn, compassion fatigue is accompanied by several adverse consequences about a caregiving professionals' work and personal and professional relations. Compassion fatigue shares symptoms with posttraumatic stress disorder (PTSD) which is a mental illness that can develop if a person is exposed to a trauma, such as a sexual attack, warfare, a collision with traffic or other life threats (Ressler et al., 2011). Symptoms may include disturbing thoughts, feelings or dreams related to events, mental or physical distress with trauma-related signs, attempts to avoid

trauma-related signs, changes in a person's thinking and feeling, and increased response to fighting or flight (Ressler et al., 2011). Communication staff of 911 call centers regularly encounter citizens experiencing traumatic events such as suicide, fatal motor vehicle collisions, major disasters, domestic violence, and robbery.

Research dating back to the 1940s has examined how police work can offer distinctive and high volume stressors (El Sayed, Sanford, & Kerley, 2019). Kerswell, Strodl, Johnson, and Konstantinou (2019) examined the mental health outcomes amongst Queensland Police Service (QPS) staff following a large-scale traumatic event. Two hundred and sixteen Australian police officers and support staff involved in responding to a natural disaster completed a clinical interview and psychological distress and post-traumatic stress measures four weeks after the occurrence. Results showed that about 24% of participants had elevated levels of general distress, while 13% had clinical levels of symptoms of PTSD (Kerswell et al., 2019). Civilian staff reported signs of general distress and PTSD significantly higher than police officers (Kerswell et al., 2019). Velazquez and Hernandez (2019) conducted a meta-examination of research on the severity of police mental health, the stigma behind the acquisition of treatments and innovative approaches in mental health in police officers. The research supported Kerswell's finding that job-related trauma and stress lead to PTSD, depression, a disorder with drugs, and suicide.

Absenteeism is the intentional or usual absence of an employee from work. While employers expect workers to miss a certain number of working days each year, excessive absences can result in lower productivity and can have significant control on

corporate finances, morale, and other factors. Schaumberg and Flynn (2017) recruited customer service agents from a telecommunications company in the southwest region of the United States to analyze how job satisfaction relates to absenteeism. Schaumberg and Flynn concluded that job satisfaction predicts that absenteeism is likely to depend on the extent to which fulfilling others' expectations (as opposed to doing what is in one's immediate self-interest) motivates the behavior of a person. Giorgi, Shoss, and Leon-Perez (2015) reported that employees who are not satisfied with their duties demonstrate uncertainty about future employment, the stress in the workplace, and increased absenteeism from work. Qian, Song, and Wang (2017) added to the discussion on the link between job dissatisfaction and job absenteeism by positing that leadership intimidation contributes to increased absenteeism. They suggested that employees who are unhappy with intimidating supervisors will avoid work, contributing to employee absenteeism (Qian et al., 2017). Managers who recognize the link between job satisfaction and job burnout/absenteeism can take preventative measures to reduce employee burnout and absenteeism.

Job Satisfaction and Job Stress

Occupational stress is stress related to one's job. While some stress in the workplace is normal, excessive stress can affect organizational productivity and performance, employee physical and emotional health, and employee job satisfaction. Researchers estimated that companies in the U.S. lose about \$300 billion annually due to work-stress issues (O'Keefe, Brown, & Christian, 2014). Health care costs associated with work-related stress are \$ 68 billion annually (O'Keefe et al., 2014). Although there

are many stressful jobs in the United States, researchers identify and consider law enforcement as one of the country's most stressful jobs (Quick & Henderson, 2016). The 911 call center supervisors who understand the link between job stress and productivity can increase employee productivity and health and wellness.

Creating a work environment that facilitates higher levels of employee satisfaction is important for management in organizations (Mafini & Poee, 2013). As the most valuable asset of any organization, employee performance is directly tied to organizational performance. The better employees perform, the better an organization performs. Banerjee and Mehta (2016) explored the factors that contribute to job stress and the effects of these factors on job performance, job dissatisfaction, and job avoidance. They noted factors that contribute to job stress that exacerbates poor job performance, absenteeism, and job dissatisfaction, resulting in late work and low productivity (Banerjee & Mehta, 2016). Banerjee and Mehta gave questionnaires to 110 faculty to collect data and found that stress led to job avoidance and job dissatisfaction, which reduced overall performance and increased absenteeism. Also, Banerjee and Mehta found that the contributing factors resulted in job avoidance and poor interpersonal relations in the school, leading to job dissatisfaction.

Christopher et al. (2018) examined mindfulness-based resilience training to reduce health risk, stress reactivity, and aggression among law enforcement officers. Surveys were distributed to law enforcement officers from law enforcement agencies in a large urban area and surrounding metro region in the Pacific Northwestern United States. Policing is one of the most highly stressful occupations (Burchfiel et al., 2011; Violanti et

al., 2006). Unpredictable exposures to critical incidents, violence, chronic stress, job dissatisfaction, and societal performance expectations can create a toxic working environment and lead to significant adverse mental, professional, and behavioral outcomes for law enforcement officers (Avdija, 2014; McCraty & Atkinson, 2012; O'Hara, Violanti, Levenson, & Clark, 2013). Christopher et al. concluded while exposure to trauma and stressors is an inherent part of a first responder's job, programs that enhance the ability to relate more skillfully to stressors can reduce ill health and behavioral effects.

Reingle Gonzalez et al. (2019) studied the feasibility of using real-time, objective measurements of physiological stress among law enforcement officers in Dallas, Texas. Law enforcement officers suffer from premature mortality, intentional and unintentional injury, and suicide and are at increased risk of several non-communicable disease outcomes, including cardiovascular disease and several cancers, compared to those employed in other occupations (Reingle Gonzalez et al., 2019). Data from ten recent Dallas Police Training Academy graduates were collected. Results of this study suggest that wearable physiological devices in law enforcement populations can be used effectively to measure stress (Reingle Gonzalez et al., 2019). Warner (2019) led a quantitative study to determine whether the size of the law enforcement agency (small, medium or large) had any significant influence on how police officers perceive stress in their profession from a cognitive perspective in terms of administrative/organizational pressure, physical/psychological threats and lack of support. Utilizing the police stress survey, Spielberger, Westberry, Grier, and Greenfield (1981), law enforcement (N = 144)

from Utah and New York were surveyed. Warner found that officers from medium-sized departments perceive more considerable amounts of stress than those in large or small departments in the area of administrative/organizational pressure, while officers from large police departments observed higher amounts of stress than their counterparts in small and medium-sized agencies in the areas of physical/psychological threats and lack of support.

Work stress can have a severe bearing on the organization and the employee. The 911 call center supervisors must be vigilant of the stress levels of their employees and develop policies that will proactively minimize work-related stressors. Ajayi (2018) examined the effect of work-related stress on the performance and job satisfaction of the Nigerian banking sector. A sample of 150 Nigerian Bank employees was used to conduct this survey. Ajayi concluded that work stress significantly reduced individual performance. Employers should proactively minimize stress by providing adequate administrative support including; optimize workload, effectively manage customer expectations; minimize relationship and role conflicts; deploy a suitable reward system; and provide employees with proper training and counseling to improve job performance and job satisfaction (Ajayi, 2018).

Hidayah Ibrahim, Suan, and Karatepe (2019) conducted a study within the Malaysian country context to examine the relationship between supervisor support and self-efficacy on work commitment and quitting intentions of call center employees. Hidayah Ibrahim et al. espoused that management can reduce work-related stress by offering different human resources practices that enable employees to increase their

interest and focus on their work. Similarly, Memon, Ting, Salleh, Ali, and Yacob (2016) posited that a stressful work environment, poor supervisory support, and heavy workload are key factors that affect high stress and low job satisfaction for call center employees.

Workplace Incivility and Job Satisfaction

A growing body of research explored incivility in the workplace, defined as low-intensity deviant behavior in the workplace with an ambiguous intent to harm (Schilpzand et al., 2016). Andersson and Pearson (1999) define workplace incivility as low-intensity behavior with vague intention to harm the objective, in breach of mutual respect standards for the workplace; uncivil behavior is typically rough and uncomfortable and lacks respect for others, is often cited in the literature. Thousands of researchers have examined how different types of negative behaviors in the workplace affect organizational, group, and individual outcomes (Schilpzand et al., 2016).

Examples of these behaviors include actions such as using demeaning language, making covert threats, chattering, ignoring requests from coworkers, sending flaming e-mails or otherwise showing disrespect for others at work (Holm, Torkelson, & Bäckström, 2015).

Loh and Loi (2018) investigated the role of burnout in the relationship between occupational incivility and instigated incivility. Data for the study consisted of a survey of 303 white-collar workers from Australia's small to medium-sized industries. Loh and Loi concluded that workplace incivility has been linked positively to instigated workplace incivility and that burnout fully mediated the workplace incivility-instigated workplace incivility relationship. Workplace incivility affects a variety of employee and organizational outcomes, including reduced job satisfaction, psychological well-being,

physical well-being and effective commitment, increased turnover intentions, stress, work-to-family conflict and counterproductive work behavior (Hershcovis, 2011; Schilpzand et al., 2016; Welbourne & Sariol, 2017). Demsky, Fritz, Hammer, and Black (2018) investigated the role of negative work rumination and recovery experiences in explaining workplace incivility association with employee insomnia symptoms. The study concluded that workplace incivility was associated with increased negative rumination, resulting in increased insomnia symptoms (Demsky et al., 2018).

Miner and Cortina (2016) examined perceptions of interpersonal injustice as a mediator of the relationship between observed incivility toward women at work and employee well-being. All staff (i.e., faculty and staff) at a small Northwestern public university (N=2773) were invited to participate. Miner and Cortina concluded that perceptions of interpersonal injustice partially mediated the relationship between women's incivility and job satisfaction, turnover, and organizational trust. Ma et al. (2018) researched incivility experiences of new nurses; verify the mediating role of workability in the relationship between workplace incivility and job performance and examined the moderating role of career expectations in the relationship between workplace incivility and job performance. There were 696 new nurses (<3 years of nursing experience) in 54 cities in 29 provinces of China who agreed to complete an online questionnaire. Ma et al. concluded that incivility toward new nurses was relatively common in the workplace, impairing the work performance of new nurses.

Another negative consequence of workplace incivility is increased job dissatisfaction. Opengart, Reio, and Ding (2019) investigated the effects of supervisor

and employee incivility on job satisfaction and emotion management as a mediator of such relationships. Data were collected from 268 working adults by survey battery and analyzed using several multivariate techniques. Opengart et al. concluded that organizations must be aware of the adverse effects of incivility. To help employees develop positive emotional management strategies, organizations need to find ways to reduce incivility and implement efforts. These actions can help to mitigate negative incivility influences on important organizational outcomes such as job satisfaction (Opengart et al., 2019). Koon and Pun (2018) explored the mediating role of emotional exhaustion and job satisfaction about job demands and job incivility. Data were collected by snowball sampling method from 102 universities academic staff in Klang Valley, Malaysia. The findings of the study indicated that high demands for work resulted in emotional exhaustion, which in turn led to a decline in job satisfaction and resulted in an instigated incivility in the workplace.

Transition

Section 1 of this study contained material on strategies that could be used in 911 call centers to reduce job dissatisfaction. Understanding the factors that influence job dissatisfaction will help supervisors of 911 call centers to change policies and practices to increase employee job satisfaction and reduce employee turnover. I conducted a multiple case study of two medium and one large 911 call center located within the greater Toronto area to explore strategies 911 call center supervisors implemented to increase job satisfaction. A case study was the most appropriate method for answering the research question of what *strategies do front-line supervisors in 911 call centers use to reduce job*

dissatisfaction? Supervisors of 911 call centers who comprehend the potential adverse effects of high employee job dissatisfaction can develop better strategies for retaining talented employees, getting better performance.

Section 2 includes a comprehensive explanation of the role of the researcher, the participants, the study method and design, data collection tools and techniques, and how to ensure reliability and validity. Section 3 includes the presentation of the study results, interpretations and further research suggestions.

Section 2: The Project

The purpose of the qualitative multiple case study was to explore strategies that 911 call center supervisors use to improve job satisfaction. Employees at call centers are vulnerable to lateness, absenteeism, and turnover because their jobs are low-wage, skilled, and stressful (León & Morales, 2018). An increase in job satisfaction might improve a call centers level of productivity (Zeffane, Melhem, & Baguant, 2018). In this section I discuss valuable information of my role as a researcher, the purpose of the study, and the criteria for choosing supervisors of 911 call centers. I also discuss the methods of research and design, population and sampling, ethical research, data collection and analysis, data organization, and the reliability and validity of the study findings.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies used by 911 front-line supervisors to reduce employee job dissatisfaction. The research population consists of front-line supervisors from three 911 call centers located in southcentral Canada, who successfully developed and implemented strategies to minimize job dissatisfaction. The implications of this study for positive social change include the potential to (a) lower the unemployment rate; (b) decrease voluntary employee turnover; and (c) contribute to the prosperity of employees, communities, and local economies.

Role of the Researcher

In a qualitative study, the researcher serves as the main instrument for exploring, describing, explaining, documenting and storing the study data collected (Fusch & Ness, 2015; Marshall & Rossman, 2016; Yates & Leggett, 2016). I served as an external researcher and as the primary tool for data collection for this qualitative, multiple case study. As the researcher, my primary purpose was to collect data from three 911 call centers located in Ontario, Canada. Levitt et al. (2018) noted that the role of the researcher in a qualitative study is to centralize the examination of meanings within a collaborative process of unfolding results and viewing subjective interpretation of experiences as legitimate data for analyses. According to Levitt et al., transparency involves describing how researchers approached the task of setting aside their expectations to enhance trust in the report and demonstrated the efforts by which the researcher sought to remain open to the phenomenon. As the researcher, I inferred themes that emerged from the data, while ensuring that I excluded any bias by maintaining an awareness of my preferences and potential ethical issues.

Although I currently work as a 911 call center supervisor within the Greater Toronto Area (GTA), I did not have any professional relationship with the organizations and research participants, and by adopting an interview technique, I ensured that my previous experiences with 911 call center job dissatisfaction did not affect my interpretation of the research data. Data collection and contact with interview participants did not occur until I received official approval from Walden University's Institutional Review Board (IRB). The role of the Walden University IRB is to oversee

all academic research by ensuring that every research project complies with ethical standards and the three foundational principals as stated in the *Belmont Report* (Adashi, Walters, & Menikoff, 2018). The *Belmont Report* was published in 1979 by the U.S. Department of Health and Human Services and summarized basic ethical principles underlying biomedical and behavioral research involving human subjects and developed guidelines for researchers to follow. To protect vulnerable persons such as the elderly, prisoners, children under the age of majority or people with mental health issues, the Belmont Report established three foundational ethical principles, respect-for-persons, beneficence and no maleficence, and justice (Friesen, Kearns, Redman, & Caplan, 2017).

Respect for persons recognizes human beings' intrinsic value and their due respect and consideration. Respect for persons includes dual moral obligations to respect the autonomy and protect those with developmental, impaired, or decreased autonomy (Strickland & Stoops, 2018). By giving judgment to the participants due to deference and ensuring that the participant is free to choose without interference, I ensured respect-for-persons. Research participants were asked to sign an informed consent, and I communicated the purpose of the study to each participant. Beneficence and nonmaleficence involve providing a prescribed ethical mandate to maximize potential benefits from existing data. Data sharing should be a beneficial act unless the risks of harm outweigh the potential benefits associated with it overwhelmingly (Ross, Iguchi, & Panicker, 2018). Justice occurs when there is fair and equitable selection, representation, and participation burden (Anabo, Elexpuru-Albizuri, & Villardón-Gallego, 2018).

Kawar, Pugh, and Scruth (2016) stressed that full compliance with the ethical principles of the Belmont report is a way of ensuring ethical research.

For this qualitative multiple case study, data were from two primary sources. First, I collected data from interviews with supervisors of medium and large sized 911 call centers. Interviews are a fundamental method of qualitative research (Oltmann, 2016). Many authors hold face-to-face interviews as the gold standard or the assumed best way to conduct interviews (Oltmann, 2016). Second, I collected information from 911 call centers such as websites and social media sites LinkedIn, Twitter, Instagram, and Facebook. For the interviews, I used an interview protocol (see Appendix A). Literature reviews on the development of interview protocols showed that many researchers emphasized routine components such as interview ethics, interviewing skills, building questions and interview settings (Yeong, Ismail, Ismail, & Hamzah, 2018). To maintain focus and interview ethics, I had (a) a scripted set of interview questions, (b) arranged a location for the interview, (c) provided information on the interview process, (d) maintain confidentiality, and (e) followed-up via member checking. Member checking, also known as participant or respondent validation, is a technique to explore the credibility of the results (Birt, Scott, Cavers, Campbell, & Walter, 2016). Multiple external analytical methods concerning the same events and the validity of the process are enhanced by triangulation (Fusch, 2001; Fusch & Fusch, 2015; Fusch & Ness, 2015; Marshall & Rossman, 2016).

Participants

Data collection commenced after I received approval from Walden University's IRB, and purposeful sampling to gain access to three law enforcement agencies in three different regions. According to Yin (2018), having more than two cases may produce a result with higher overall quality. Yin advised that researchers who collect data from multiple sources will have a high-quality study. My selection of three law enforcement agencies located within Ontario was congruous. Eligible participants of the research should have specific knowledge on the topic that contributes to answering the research question (Merriam & Grenier, 2019). Establishing criteria for eligibility increases the ethical quality of a study (Palinkas et al., 2015; Teeuw et al., 2014). To qualify for participant inclusion, the following criteria applied (a) willing participation, (b) have at least two years' experience as a 911 call center supervisor, (c) used successful strategies to reduce job dissatisfaction and (d) recommendation by the 911 call center Inspector or Superintendent.

To gain access to participants, I connected with them via their work email as provided by the call center manager. Next, I sent all potential participants a letter of consent requesting their agreement to participate in the study. A reply of "I consent" in the letter of approval indicated the participant's willingness to participate in my research. The decision to contact only 911 call center supervisors meant that my interview participants would be those employees who have successfully developed and implemented policies that reduced job dissatisfaction within 911 call centers.

Research Method and Design

The purpose of this qualitative multiple case study was to explore strategies used by individual 911 call center supervisors for improving job satisfaction. The following section provides a summary of the research method and design and the reasons for using a qualitative research method and multiple case study design. The section contains explanations of why I did not select a qualitative or mixed-method research approach. This section also included a rationale why the qualitative multiple case study was the appropriate method and model associated with the job dissatisfaction business problem.

Research Method

Qualitative, quantitative, and mixed methods are the three main research methods. Qualitative data consist of nonreducible text, which includes words and visuals delivered in static, such as paper or active form such as theater (Bansal, Smith, & Vaara, 2018). Clark and Thompson (2016) stated that a qualitative researcher's goal is not to control the study variables, but rather to understand a phenomenon in its natural condition. Also, the research question should guide the research method selection (Kegler et al., 2019).

The research question guided my selection of the research method. I determined that qualitative research was the most appropriate methodology for this study as interviews allowed me to delve into what 911 call center supervisors are doing to increase job satisfaction. According to D. Morgan (2018), qualitative researchers use questionnaire-based interviewing and experimental designs in an attempt to produce numerical data to explain relationships and differences among variables (D. Morgan, 2018). The quantitative methodology involves calculations based on collected data and

hypothesis testing (Snelson, 2016). Given the explorative nature of my study, an examination of numerical data and hypothesis testing did not align with my study purpose. Mixed method research is a combination of qualitative and quantitative research approaches within the same study (Bell, Bryman, & Harley, 2018). As a qualitative approach was not appropriate for my study, a mixed methods approach was also inappropriate. The qualitative method is the most suitable method for my study.

Research Design

Colorafi and Evans (2016) asserted that narrative, ethnography, phenomenology, and case study are the most common designs for qualitative inquiry. Historical research takes the form of people telling stories within organizations (Mussolino, Cicellin, Iacono, Consiglio, & Martinez, 2019). The narrative approach was inappropriate for this study. Ethnographers observe participants to advance their understanding of a cultural group by observing study participants extensively (Sharman, 2017). Since I did not intend to improve my knowledge of a cultural group, the ethnographic approach was not suitable for this study. Through the phenomenological design, researchers gain insight into the experiences, perceptions, common themes emerging from the participants and their relative importance in describing phenomena (Willis, Sullivan-Bolyai, Knafl, & Cohen, 2016). I intended to explore strategies implemented by 911 call center leaders to increase job satisfaction, making a phenomenological study inappropriate.

The most appropriate design for this study was a qualitative case study because the purpose of the study was to identify and explore 911 call center supervisors' strategies to increase job satisfaction. Case study research is a research approach that

guides the holistic study of a real phenomenon (Cheek, Hays, Smith, & Allen, 2018). Researchers use case studies to explore complex social experiences to understand how and why outcomes occur (Morgan, Pullon, Macdonald, McKinlay, & Gray, 2017). The methods used in case study data collection are: (a) interviews, (b) archival records, (c) documentation, (d) observations, (e) participant observation, and (f) artifacts (Baral, 2017). Single case study data typically consist of data from one business. Yin (2018) explained that, when the researcher chooses to do a multiple case study, he or she can analyze the data in each situation and in different situations, unlike when selecting a single case study. I chose a qualitative multiple case study for the research. Data saturation for this multiple case study occurred when the participants did not present additional themes to answer the research question.

Population and Sampling

Researchers define the research population to identify the appropriate sample and respond to the research question. According to Marshall and Rossman (2016), the sample includes the number of participants, the number of contacts with each participant, and the contact length. The recommended sample size for a multiple case study is two to three cases to achieve literal replication, and four to six cases to achieve theoretical replication (Yin, 2018). A purposeful sampling technique was the process I used to select at least eight participants from the 911 call center population who successfully implemented job satisfaction strategies.

In qualitative research, researchers sample deliberately, not at random (Moser & Korstjens, 2018). Intentional sampling, criterion sampling, theoretical sampling,

convenience sampling, and snowball sampling are the most commonly used deliberate sampling strategies (Moser & Korstjens, 2018). Purposeful criterion sampling enabled me to conduct a qualitative inquiry on information-rich cases that focus on the research question of my research. According to Shaheen and Pradhan (2019), criterion sampling helps the researcher to identify participants with extensive knowledge within a particular field. I selected participants who met the following criteria: (a) willing participation, (b) have at least 2 years' experience as a 911 call center supervisor located in Ontario, (c) used strategies to reduce job dissatisfaction, and (d) recommendation by the 911 call center inspector or superintendent.

The participating organizations were two medium-sized and one sizeable police service located within Ontario, Canada. The medium sized police services were Halton Regional Police and Durham Regional Police who have between 2000 and 3000 employees while the large police agency was The Toronto Police Service, which has between 6000 and 7000 employees. Through prior experience and knowledge of the phenomenon, interview participants may provide comprehensive answers to the research questions.

Ivanova-Gongne, Koporcic, Dziubaniuk, and Mandják (2018) suggested researchers conduct social interviews in a safe and comfortable environment that does not distract the participant. Researchers may miss nonverbal clues such as body language during online chat interviews such as Skype or telephone interviews (Adams & Hutcheson & Longhurst, 2017). To limit distractions and gain additional information from nonverbal cues, I conducted all interviews in person. The setting for the interviews was a

quiet and private meeting room located at each of the police agencies located throughout Ontario. A pre-established interview protocol assisted me in staying focused and on task during each interview, which ran from 20-30 minutes in duration. Before IRB approval, I assessed each study participant to verify that their work experiences are related to my research topic. Saturation of data occurs when no new or applicable topics or supporting information develop through the process of data collection (Hennink, Kaiser, & Weber, 2019). Saturation of data occurred when I determine that no new themes or additional information emerged from the responses of the participants.

Ethical Research

The ethical problems involved in a potential research study are central to the design of any qualitative research (Roulston & Preissle, 2018). As a Walden University doctoral student, I am required to demonstrate consistent adherence to established research guidelines. The IRB of Walden University must approve the study before data collection begins (Walden, 2019). The IRBs are responsible for ensuring that the risks to research participants are minimized and reasonable in relation to the expected benefits, that the selection of participants is fair, that informed consent is properly obtained, that data is properly monitored to protect the safety of participants and that adequate provisions are in place to protect the privacy and confidentiality of participants, among other criteria ("Belmont Report," 1979). I submitted a request for approval to Walden's IRB to collect data and continue the research. Walden's IRB approval assured compliance with all ethical standards. For the final research, Walden's IRB approval number is 09-17-19-0671831.

Institutional review boards (IRBs) throughout North America are trying to ensure that ethical standards are met and that researchers are familiar with the process of obtaining informed consent (Josephson & Smale, 2018). All participants in this study received an informed consent form stating that participation is voluntary, and a participant can withdraw at any time before or during the interview. Employees were not provided incentives to participate in the research. The informed consent form also contains the researcher contact information, the Walden University IRB contact email and phone numbers. To safeguard the rights of participants, I stored data collected for five years in a secure location. After 5 years of storing the data, I will destroy the collected data according to the Walden University policy.

Data Collection Instruments

Yin (2018) stated that the researcher's role in case study research was to become a tool for data collection. As the primary instrument in the multiple case study, I collected data from 911 call centers located throughout Ontario by conducting semistructured interviews with 911 call center leaders who successfully implemented job satisfaction strategies. Yin noted that interviews are a method of collecting qualitative data that allows the researcher to identify the participants' personal views and attitudes and directly focus on the subject. Researchers should be well prepared and organized before interviewing to obtain the most information from the interview process (Thomas, Silverman, & Nelson, 2015). One way that researchers can be prepared for interviews is to develop an interview protocol.

Interview protocols are essential to case study research as a protocol helps in increasing the reliability of the study (Yin, 2018). Interview protocols increase reliability by (a) assisting researchers to stay on task by using a script of what to say, (b) by giving researchers what to say at the end of the interview, (c) by recalling the informed consent form, and (d) by reminding what the researcher wants to collect from interviewees (Jacob & Furgerson, 2012). For this study, I followed the framework of the interview protocol refinement (IPR). The IPR consist of a four-phase process for the systematic development and improvement of the interview protocol. The four-phase process includes (a) ensuring that interview questions match research questions, (b) building an interview-based conversation, (c) receiving feedback on interview protocols, and (d) piloting the interview protocol (Castillo-Montoya, 2016).

I have created an interview protocol (see Appendix A), which consists of ten interview questions and asked the same questions to participants. Information received from interviewees were recorded using an audio device, and I also used a notebook to memo responses. The audio recording served as a back-up to my interview note taking and assisted in providing detailed data. I scheduled interviews at a convenient time for the participant and recorded each session digitally.

After the interviews are complete, I collected secondary data, such as policies and procedures, regarding employee job satisfaction within the various 911 call centers. As identified by Melissa Johnston (2017), secondary data analysis is the analysis of the data collected for another primary purpose by someone else. Reviewing documents as a data source gives researchers with limited time and resources a viable option (Melissa

Johnston, 2017). Secondary data sources in qualitative research help the researcher in achieving saturation (Yin, 2018). Saturation means that no additional data is available to allow the researcher to develop category properties (Glaser & Strauss, 2017). When reviewing secondary data, I identified the themes and strategies used to improve job satisfaction.

Research reliability and validity can be enhanced through various methods (Yin, 2018). Member checking is the participant review process of the interviews to ensure the researcher's accurate interpretation (Harvey, 2015; Lincoln & Guba, 1985). In qualitative research, member checking can be carried out during the interview, at the end of the study or both to strengthen the credibility and validity of the study. Such sharing is designed to increase the credibility of data analysis and the involvement of participants (Goldblatt, Karnieli-Miller, & Neumann, 2011). I conducted member checking after the interviews to ensure a complete and accurate understanding of the interview responses.

Data Collection Technique

Researchers are the primary instruments for data collection in the qualitative study and have several data collection options, including interviews, observations, document reviews, and archives (Morgan et al., 2017). Based on the nature of this study, semistructured face-to-face interviews and the review of related documentation were the most appropriate data collection techniques. Sutton and Austin (2015) suggested that qualitative researchers try to access the ideas and feelings of participants by using a variety of data collection techniques, among which interviews are the most preferred.

Researchers have the option of selecting interview formats that include structured, unstructured, and semistructured.

Face-to-face interviews have the advantage of enabling the researcher to see, hear, and feel the participants' experiences through participant observation (Marshall & Rossman, 2016). Participant observation is also a separate and additional method for the authentication of research results (Jamshed, 2014). I observed the essential elements of physical setting, activities and interactions, subtle factors, participants, conversations and my behavior. One participant from each of the participating organizations provided me with a tour of the call center where I observed the computer programs and software used by Call Takers and Dispatchers. After each interview, participants provided me with documents and archives such as: (a) business plan, (b) organizational brochure, and (c) strategic plan. Documents and archives assisted this study by providing supporting information on the themes that emerged from an analysis of the interview transcripts.

I conducted face-to-face semistructured interviews with six participating 911 call center supervisors following the interview protocol (see Appendix A). In qualitative research interviews are a common data collection tool. Flexibility and versatility are the main advantage of semistructured interviews (Kallio et al., 2016). Other advantages are the freedom that participants must describe the phenomenon, capture nonverbal signs and increase focus (Seidman, 2015). Semistructured interviews may be disadvantageous when the investigator addresses a sensitive topic that may cause the participants to become anxious or emotional (Dempsey, Dowling, Larkin, & Murphy, 2016). No respondents were upset or anxious during the interviews. Other disadvantages may

include costs, disruptions, and information reliability (Vogl, 2013), none of which occurred during interviews. I contacted six supervisors for this study after receiving permission from the officer in charge of each call center and interviewed all six supervisors. Four of the interviews were conducted in a private boardroom at the participant's organization, while two interviews were conducted in the participant's office. I did not give any incentives, as indicated in the invitation because participation was voluntary. The interviews provided constructive and informative content, expertise, and participant data.

After obtaining approval from the Walden University Institutional Review Board, I began the process of enrolling participants. I phoned the 911 call centers for Halton Regional Police, Toronto Police Service, and Durham Regional Police and asked for the manager on duty. A google search provided telephone numbers for each police service. I introduced myself to each 911 call center manager and advise them of the purpose of my study. Next, I asked each 911 call center manager for a list of names and the email address for the call center supervisor of each call center. Potential research participants must meet the following two criteria; 21 years of age and have been a 911 call center supervisor for a minimum of 2 years. Approximately one week after contacting the call center manager, eight supervisors responded to the manager's request to participate. After selecting qualifying participants, I emailed two participants from each police service with the informed consent form for their review and signing. Once each participant emailed a signed consent form, I emailed each participant to schedule a time and location for each interview.

As identified by Hancock and Algozzine (2016), a researcher must consider equipment failure, environmental hazards, and transcription errors to avoid during qualitative data collection. An on-site private setting ensures privacy, convenience, and focus on the responses (McIntosh & Morse, 2015; Nassaji, 2015). I travelled to the three 911 call centers located throughout Ontario and request a private setting to conduct my interviews. One week prior to conducting the interviews, I emailed each participant to inform them of what types of questions to expect and the expected length of the interview. I brought a notepad for recording participant responses and asked permission to record the session with me at the interview session. I used an iPhone 8 smartphone® for recording the interviews and transcribed the interviews into text and backed up the data on an external drive and Google cloud drive. As a backup recording device, I also used Casio digital audio recorder. Transcribing recorded conversations from the Casio recorder involved replaying the recorded conversations and typing the data in to Microsoft Word.

A researcher can reduce personal prejudice by using member checking. Member checking is a process to share interview data with the participants to assure the accuracy of the interviewer's interpretation of the data and credibility of research findings and requires a second interview (Birt et al., 2016; David, Hitchcock, Ragan, Brooks, & Starkey, 2018). Transcript analysis included supplying a printed copy of the data collected for other participants to verify interpretation validity. Scheduling of member checking follow-up interviews, and some participants' receipt of transcripts by email for

review, occurred within approximately 2 weeks of interviews. I used member checking to mitigate bias, increase trustworthiness, and achieve triangulation of the data.

Data Organization Technique

Qualitative researchers may use various data organization techniques to locate information quickly and effectively (Thomas et al., 2015). Technology gives researchers the ability to enter and organize the collected data to encode, sort, interpret, and summarize (Friese, 2014; Sutton & Austin, 2015). Qualitative data analysis software (CAQDAS) supported by computers and programs such as Microsoft Word or Excel, allow researchers to organize historical and numerical data (Yin, 2018). I categorized the research data and maintain the data in separate electronic folders using Microsoft Excel. The organization of the data comprises the following steps (a) data checking, (b) maintaining and reviewing a reflective journal throughout the study, (c) entering raw data into a computer-aided qualitative data analysis software, (d) reviewing researcher's notes, and (e) sorting data on an external storage device. Data were categorized and labeled by name of the file, type of information (document review or interview), identification of the participant, date of collection and location of the collection.

Digital storage of the participant interviews provided me with immediate unlimited access to the interview data as needed. To ensure safe storage and carriage of my data, I downloaded the audio files from my iPhone 8 smartphone® to a universal serial bus external storage device. The systems used to track the collected data were notepads, reflection journals, printed transcripts of participant interviews, and data obtained from standard operating procedures. All data collected will be stored in a secure

location for five years as per Walden University policy, and I ensured all data is password protected for confidentiality. I used acronyms P1-P6 to number participants according to their participation in the interview process and as a method to protect participants' identities.

Data Analysis

A frequent requirement in qualitative data analysis is the collection and organization of relevant material into themes that reveal emerging patterns and lead to a theoretical understanding of the phenomenon being studied (Lowe, Norris, Farris, & Babbage, 2018). To enhance my conceptual understanding of the event being studied, I used methodological triangulation. Triangulation means seeing the same phenomenon or research topic through more than one data source (Abdalla, Oliveira, Azevedo, & Gonzalez, 2018). The use of participants' responses from the interview questions (see Appendix B), and examination of the call center artifacts helped in answering the research question: What strategies do 911 call center supervisors use to increase job satisfaction?

Research data analysis included data organization, data review, data coding, and subsequent theme development. Data reduction and data interpretation were required at each stage of data analysis (Marshall & Rossman, 2016). The first step in the data collection process is to compile and familiarize data by reading the transcript of the interview with 6 participants. The second step is to disassemble data and assign initial coding to the responses to the interview questions of each sentence of the participants. The third step is to reassemble data and explore potential themes that could replace each

code. The fourth step involves re-examining each theme for the correctness, identification, and labeling of the theme to create clusters of common themes. Woods, Paulus, Atkins, and Macklin (2016) proposed the use of NVivo12™ software in a qualitative research study for data coding and the organization of themes. According to (Vaismoradi, Jones, Turunen, & Snelgrove, 2016), a theme is a component that enables researchers to answer the research question. I used the NVivo12™ software to identify themes that assisted with developing job satisfaction strategies for 911 call center supervisors. To organize the data in a tabular format, I used NVivo12™. The themes that emerge from the data assisted in determining the issues within the organization that contribute to job dissatisfaction. The final step involved correlating the themes with the literature, competing values framework and transformational leadership conceptual frameworks, and recent studies to verify findings. My conceptual framework assisted supervisors with assessing the culture of their call center and provided a framework for establishing a leadership style, so that job satisfaction strategies are more successful.

Researchers expose themes to describe the findings of the study (Wieland, Handfield, & Durach, 2016). Because of my 13 years of experience working in a 911 call center, I remained conscious of my personal bias and receptive to new information before and during the coding process. NVivo12™ helped me to directly link the themes, interviews, internal, and external documents, and reflexive journal notes to the conceptual framework of this study after identifying codes and themes. Triangulation is of four types: data triangulation, theoretical triangulation, researcher triangulation, methodological triangulation (Denzin, 1978). A researcher uses two or more procedures

for collecting data within the method, such as interviews and documents. Researchers use both qualitative and quantitative methods for data collection during between-method triangulation. In my doctoral study, I used within-method triangulation and collect data through interviews, call center documents, and call center websites.

Reliability and Validity

Reliability

The components that are most critical for evaluating a quantitative study are validity and reliability. Quantitative research involves the testing of variables (Saunders, Lewis, & Thornhill, 2016). B. Saunders et al. (2018) stated that reliability refers to replication and consistency. If research is to be quality research, it must provide the option for future research and the testing of research variables. Researchers would increase reliability if data in multiple environments or circumstances remained stable over time (Assarroudi, Heshmati Nabavi, Armat, Ebadi, & Vaismoradi, 2018). I address reliability by including detailed steps to address the business problem, purpose, participants, techniques for data collection, data analyzes, and research findings.

According to Heale and Twycross (2015), the reliability of results occurs when there are stability and equivalence of the results. Stability occurs when there is a high correlation between the scores each time the participant completes the test, while equality occurs when there is consistency in scores across the participants (Heale & Twycross, 2015). The researcher can enhance the reliability of the study by asking the right questions during the interview as well as adequately documenting the processes and rationale for any decisions made during the research process (Sigstad & Garrels, 2018).

The use of the interview protocol ensures that the investigator remains centered and impartial during the interview. I used the interview protocol and asked questions relevant to the central research question.

Validity

In a qualitative study, the criteria for increasing validity are (a) credibility, (b) transferability, and (c) confirmability. Validity refers to the appropriateness of the measures used, the accuracy of the analysis of the results, and generalizability of the findings (Saunders et al., 2016). Credibility refers to the trustworthiness of the study (Teusner, 2016). Transferability is the extent to which qualitative research results can be generalized or transferred to other contexts or settings (Daniel, 2018). Confirmability refers to the extent to which other parties can corroborate or confirm the research results (Korstjens & Moser, 2018). I achieved validity in my study utilizing data saturation, triangulation, and member checking.

Credibility is not a fixed conceptual idea; instead, it is the goal of finding research that is robust and credible from the reader's perspective (Aravamudhan & Krishnaveni, 2015). To enhance credibility, researchers recommend member checking to ensure that the interview response of participants is interpreted accurately and honestly (Lincoln & Guba, 1985). I reproduced or summarized information during the interview and then ask the participant to determine the accuracy. Member checks occurred after the completion of the study by sharing all the findings with the participants involved. Sharing of the study findings allowed participants to analyze the findings and comment on them critically. To achieve credibility, qualitative researchers should use triangulation

(Marshall & Rossman, 2016). Triangulation means seeing the same phenomenon or research topic through more than one data source (Abdalla et al., 2018). I used methodological triangulation, data from multiple sources, to enhance the validity of my study.

According to Korstjens and Moser (2018), to demonstrate transferability, also known as external validity or generalizability, the responsibility as a researcher is to provide the participants and the research process with a full description, so that the reader can evaluate whether the findings can be transferred to their setting. Sufficient details regarding the selection of the research problem, research method and design, purposeful sampling, and data collection and analysis have been provided to achieve transferability. I achieved data saturation to help increase transferability. All data were analyzed until no new information or themes emerged. This process is referred to as data saturation (Saunders et al., 2018).

Confirmability refers to the accuracy or genuine reflection of the perspectives of the participants without interfering with the researchers' biases (Hays, Wood, Dahl, & Kirk-Jenkins, 2016). In qualitative research, the researchers will not obtain the same results from the participants as in the previous study, but the results may be reliable given the changes over time (Marshall & Rossman, 2016). Confirmability in a study is a way to validate the findings by someone other than the researcher as a step to ensure trustworthiness (Birt et al., 2016). Having someone outside the research project scrutinize collected data is an effective way of ensuring confidentiality, such as having the committee review the research of a student. I achieved confirmability by having my

committee members review my work. Finally, I used member checking, reflective journaling, case study and interview protocols, thick description, and triangulation to demonstrate confirmability.

Transition and Summary

In Section 2, I described the project, including the role of the researcher, the participants, the method for research, design, and sampling of research groups, ethics research, data collection tools, data collection techniques, data organization techniques, data analysis, reliability, and validity. In Section 3, I shall present the findings, professional practice applications, social change implications, action recommendations, and further research. I close Section 3 with my thoughts and conclusions on the DBA study process.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore the strategies used by 911 front-line supervisors to reduce employee job dissatisfaction. Choi and Ha (2018) found that the job satisfaction of an employee influences the individual's work effectiveness and the productivity of the company. Managers should remember the importance of employee turnover, as turnover affects efficiency and profitability (Wickramasinghe & Sajeevani, 2018). Since job dissatisfaction affects an organization's productivity, 911 call center managers should adopt strategies to minimize workplace dissatisfaction and reduce employee turnover.

Section 3 includes seven parts: the presentation of findings with participants' responses, application of findings to professional practice, impacts of findings on social change, recommendations for action and further research, and reflections and conclusions. My findings included three themes for successful job satisfaction strategies used by 911 front-line supervisors: (a) provide supportive leadership (b) create a balanced culture, and (c) provide non-financial rewards. Each participant reported that job satisfaction plays a significant role in the productivity of a 911 call center. All participants were eager to participate in my study and expressed interest in obtaining a published copy.

Presentation of the Findings

The overarching research question for this qualitative multiple case study was: What strategies do front-line supervisors in 911 call centers use to reduce job

dissatisfaction? To answer the question, I conducted semistructured interviews with six supervisors of 911 call centers located in the province of Ontario, each of whom had 2 or more years of experience in supervising a 911 call center. Table 2 contains the summary of demographic information about the six participating 911 call center supervisors. The six participants had a combined total of 47 years of shared experience as 911 call center supervisors.

Table 2

Demographic Information of 911 Call Center Supervisors

Characteristics	Case 1	Case 2	Case 3	Case 4	Case5	Case 6
Code name	P1	P2	P3	P4	P5	P6
Highest Level Of Education	Bachelor's Degree	Masters Degree	College Diploma	2 years of University	1 year of University	College Courses
Length in current Organization	22 years	16 years	18 years	29 years	30 years	16 years
Years of experience As a 911 supervisor	5 years	6 years	7 years	7 years	20 years	2 years

I received consent from each participant and the interviews were recorded by audio. I conducted and recorded interviews within a private meeting room at the participant's workplace. During the interview, the participants offered insights, knowledge, and perspectives on approaches to minimize workplace dissatisfaction at their 911 call center. After completion of the interviews, I transcribed interview data into Microsoft Word files to ensure correct documentation. I extracted three themes during the analysis and present those themes in the following pages. The conceptual framework included the competing values framework by Quinn and Rohrbaugh (1981) and

transformational leadership theory by Burns (1978). I clarified how the results confirm, refute or improve interpretation, connecting the results to the conceptual framework used in this study. I also evaluated and analyzed available information on each organization's website and social media accounts. As I stated in the introduction, the three themes were: (a) provide supportive leadership (b) create a balanced culture, and (c) provide non-financial rewards. The responses to the interview questions presented by each respondent were aligned with the conceptual framework, literature review observations and triangulation which helped me define trends during data analysis.

Theme 1: Provide Supportive Leadership

Leadership within the organization was the first aspect that the participants concluded was very significant for the successful implementation of strategies to minimize workplace dissatisfaction. Each of the 911 call center supervisors seemed to agree that the leadership of their organizations is inspiring and supportive. Transformational leadership inspires as well as motivates followers to perform their best, resulting in higher levels of job satisfaction. The existence of a supportive work environment will develop leader-follower relationships and kindle higher employees' performance. Leaders who display supportive leadership build healthy work environments and are more likely to improve job satisfaction for employees (Fallatah & Laschinger, 2016). All participants stated that they developed and implemented strategies that contributed to job satisfaction within their 911 call centers. These strategies included implementation of work-life balance initiatives and non-financial rewards where employees received additional time off for a job well done.

The provide supportive leadership theme confirms the findings of Bass (1985) that individualized consideration occurs when a leader has a developmental orientation towards staff and displays individualized attention to followers and responds appropriately to their personal needs. The theme also resonates with the findings of Davis (2018), who suggested having line managers actively involved with employees in activities – not standing on the sidelines watching. Mann and Dvorak (2016) added that employee recognition and communicating appreciation to team members have been shown to be important factors relevant to employee engagement and job satisfaction. This theme thus aligned with the transformational leadership theory, which is one of the conceptual frameworks for this study. The triangulation of the data collected from the interview and from the organizations' website <https://www.haltonpolice.ca/index.php> and <https://www.torontopolice.on.ca/TheWayForward/updates.php?20181207> such as “One vision, one mission, one team” and “Supervisors welcomed new ideas, kept them informed about issues affecting their unit, evaluated them fairly, provided regular feedback on performance, supported them, and encouraged them to participate in development opportunities and wellness programs” supports the supportive leadership theme.

Employee recognition and communicating appreciation to team members have been shown to be important factors relevant to employee engagement and job satisfaction (Mann & Dvorak, 2016). When appreciation is shown in the ways most meaningful to the recipient, many positive results occur: improvement in relationships with colleagues and supervisors, decrease in absenteeism, increase in employee engagement rises, as do

customer satisfaction ratings (White, 2017b). Employees overwhelmingly choose receiving words of affirmation as the primary way they like to be shown appreciation in the workplace (White, 2017a). Leaders need to understand their employees' motivations, why employees come to work every day, what makes them stay, and what drives them to perform at their best (Northouse, 2018).

Participants affirmed that successful leaders who display authenticity and provide support to subordinates would achieve higher performance results. Participants reinforced Belias and Koustelios's (2015) assertion that authentic and ethical leaders create a positive impact on building a supportive work environment. The existence of a supportive work environment will develop leader-follower relationships and kindle higher employees' performance. All interviewed leaders indicated that their employees appreciate leaders that are authentic and supportive. Hutchinson (2018) indicated that authentic leadership has an impact on building a healthy work environment and will contribute to the development of empowering leader-follower relationships. That authentic leadership significantly and positively influenced staff empowerment, which has undoubtedly motivated employees and increased job satisfaction and productivity (Hutchinson, 2018; Lien, 2017). Transformational leaders who have personal integrity can inspire employees to make personal sacrifices to achieve higher team goals (Diliani, 2017); accordingly, small business leaders with the transformational approach to leadership might lead organizations effectively, therefore mitigating small business failures, sustaining small business growth, increase performance, and maximize the value

of stakeholders. Table 3 contains the participants' statements about leadership styles in their organization.

Table 3

Theme: Provide Supportive Leadership

Participant	Participant's Comments
P1	I along with my co manager for the platoon, we have a very open environment. We are approachable. We don't believe in, I'm gonna say hammering the people for minor errors.
P2	So little things like anything related to wellness. So, when people ask for their lunches to be arranged in a way so they can go downstairs to the gym and exercise.
P4	I find if you go to bat for them with you know sometimes complaints will come in off the road and a lot of times it's just a misunderstanding. If they know you've got their back that helps huge as well, I find.

Theme 2: Create a Balanced Culture

The second theme that emerged from the collected data is that organizational culture was relevant to the productivity and job satisfaction within the 911 call center. All participants asserted that the position of 911 call taker and dispatcher is not for everyone and it takes a special kind of person to succeed and thrive in the 911 call center. Schneider, González-Romá, Ostroff, and West (2017) defined organizational culture as the core attitudes, perceptions, principles and experiences that lead to an organization's complex social and psychological climate. P1 and P6 talked about how the culture of policing has changed in recent years and how the interaction of employees is changing. P1 stated that it is not how it use to be where members of call centers would socialize

with officers and other members outside of work. P6 stated that when he started 16 years ago, his organization would hire officers who were much younger and would have time on days off to hang out and socialize. P6 stated that in recent years officers are not getting hired until they are in their 30s and as a result are in different stages of their life where they have other commitments such as family. P5 and P3 stated that over the past 10 years they very rarely see officers come into their call center to chat or just connect with call takers and dispatchers.

Theme 2 correlates to the tenets of the competing values framework of Cameron and Quinn (2017) in that supervisors of 911 call centers understand the importance of organizational culture, climate and their impact on job satisfaction. The CVF serves primarily as a map, an organizing mechanism, a sense-making device, a source of new ideas, and a learning system (Quinn & Kimberly, 1984). This theme confirms the conclusions of Nazarian, Atkinson, and Foroudi (2017) that a balanced organisational culture influences performance. The CVF proposes that organizations reflect one or more of four cultural types: (a) clan, (b) hierarchy, (c) adhocracy, and (d) market. The methodological triangulation of the interview data and information from the participating company's websites https://members.drps.ca/internet_explorer/index.asp and <https://www.torontopolice.on.ca/TheWayForward/updates.php?20181207> such as “79 per cent said senior management exercises a *culture of favouritism*, granting advancement and promotion based on personal relationships rather than merit” and “Evolving our culture will benefit each and every one of us, and the communities we are all proud to serve” underpins the balanced culture theme.

Many studies confirm the influence and power of culture on the performance of an organization (Kim Jean Lee & Yu, 2004; Xenikou & Simosi, 2006). I found alignment between this theme and existing literature; Valmohammadi and Roshanzamir (2015) examined the impact of organizational culture on productivity within Tehran's pharmaceutical companies and found that hierarchy and market cultures as the dominant types of culture which positively affected firm performance. Firms with strong and balanced cultures will have higher introverted performance compared to strong but less balanced values of culture-based firms (Polychroniou & Trivellas, 2018). Organizational culture can partially predict the levels of employees' job satisfaction (Belias, Koustelios, Vairaktarakis, & Sdrolias, 2015). The create a balanced culture theme thus aligned with the competing values framework. Table 4 contains a summary of related statements made by participants on creating a balanced culture.

Table 4

Theme: Create a Balanced Culture

Participant	Participant's Comments
P1	There is a constant change for policies and procedures and technology here.
P5	I find a lot of the times it's not the job that causes dissatisfaction, it's the management, it's the politics, it's the bullshit around it that causes it.
P6	I think that when you add a personal side to the working experience, then you are getting value out of the people that work under you. They feel like they are valued, and they want to come in and work for someone that cares.

Theme 3: Provide Non-Financial Rewards

Despite the importance of monetary rewards, all participants interviewed recommended a well-balanced and structured reward system that included monetary and nonmonetary rewards. All participants interviewed mentioned that a flexible reward system includes flexible working hours, medical care benefit, work-life balance, employee perks, friendly work atmosphere, task variety and individualized development programs for employees are among their strategies to keep employees satisfied. Non-financial rewards inspire and engage employees in ways that money is incapable of doing. Organizations with more flexible compensation structures, i.e. those providing workers with greater freedom in selecting their benefits and developing the benefit system, have reported a higher recruitment and retention potential than companies offering their employees a different and similar benefit package for all employees (Vidal-Salazar, Cordon-Pozo, & de la Torre-Ruiz, 2016). P1 stated that employees have a flexible compensation packages that allow employees to have a family plan that provide the same coverage of benefits for their spouse and children. Company documents revealed that all organizations have extended health care benefits beyond retirement.

Rashid, Wani, and Kumar (2013) argue that job satisfaction and motivation are inseparable tangible principles when it comes to the issue of success of any firm and its workers. Non-financial rewards as motivational tools could be used to improve employees' job satisfaction resulting in employees' productivity and business sustainability in the long run (Adoeye, Atiku, & Fields, 2016). All participants acknowledged that task variety is important to satisfy employees and avoid letting

employees do the same work repeatedly which will become boring. P5 mentioned that employees are encouraged to job shadow in other areas of the organization, such as the records department so that they can learn more about the organization and switch things up. P6 advised that employees are sent on “ride alongs” with officers and even in the air unit helicopter to get a break from call taking and dispatching. The providing non-financial rewards theme confirms the conclusions made by Quesado, Aibar Guzmán, and Lima Rodrigues (2018) who asserted the importance of how leaders must design a reward system that addresses not only financial but also non-financial rewards. Organizations have documented that facilitating high-wage employees is insufficient to influence and satisfy them (Schlechter, Thompson, & Bussin, 2015). The triangulation of the data collected from the interviews and participating organization’s websites https://members.drps.ca/internet_explorer/index.asp and http://www.torontopolice.on.ca/careers/uni_benefits.php such as “No waiting period for benefits; effective date is the first day of full-time employment” and “Effective wellness programs and the chance to develop their personal and professional skills through rewarding opportunities” supports the non-financial rewards theme.

Non-financial rewards contribute to increased employee engagement. Saxena (2019) found that engaged employees will be more aligned to an organizations vision and work more towards the growth and the well-being of it. Khan, Tarif, and Zubair (2016) stated job rotation, job enrichment, growth opportunities, job security, flexible working hours, participation in decision making, independence in job tasks that are significant for motivating, committing and satisfying the employee to his job which is confirmed by the

participants in this study. Based on the concept of the transformational leadership theory, the transformational leader utilizes contingent rewards. Bass (1985) suggested that praise for work well-done, recommendations for pay increases and promotions, and commendations for excellent effort are all examples of contingent reward behaviors.

Malik, Javed, and Hassan (2017) suggested that management, job satisfaction, organizational engagement, and confidence had become essential business processes. Schlechter et al. (2015) highlighted that non-financial reward elements (work-life balance, training and career advancement) were found to have statistically significant key effects on the perceived attractiveness of a job offer for employees. Khan et al. (2016) stated job rotation, job enrichment, growth opportunities, job security, flexible working hours, participation in decision making, and independence in job tasks that are significant for motivating, committing and satisfying the employee to his job which is confirmed by the participants in this study. Table 5 includes direct statements from participants related to non-financial rewards.

Table 5

Theme: Provide Non-Financial Rewards

Participant	Participant's Comments
P3	I think as much as people talk about money and all that kind of stuff in the workplace. People wanna go to a workplace where they feel safe and where they feel that they can do a good job without any problems.
P5	The environment is one that is conducive to umm constant ongoing learning opportunities for everyone involved, at all levels.
P6	We have primary and back up trainers. Primary trainers at the end of a training, which is between 10 and 14 blocks kind of thing, they will get 12 hours of time and the backup trainer will get 6.

Applications to Professional Practice

Exploring strategies affecting worker satisfaction in 911 call centers, I used the competing values framework of Cameron and Quinn (2017) to support my study. The specific business problem was that some front-line supervisors in 911 call centers lack leadership strategies to reduce employee job dissatisfaction. The study findings include three underlying themes: (a) provide supportive leadership (b) create a balanced culture, and (c) provide non-financial rewards. The results of this study demonstrate what strategies many 911 call center supervisors use to minimize work dissatisfaction. This study's findings are significant for improving business practices as the results provide accurate information on employee satisfaction and dissatisfaction factors that influence productivity and employee turnover. Participants believed supportive leadership, balanced culture, and non-financial rewards improve job satisfaction. Results from this

study show that managers can use resources to develop and execute job satisfaction strategies. Developing and implementing job satisfaction strategies may reduce operating costs by reducing voluntary turnover and maximizing productivity. The findings of this study may be of assistance to supervisors who have been unsuccessful in improving job dissatisfaction. According to all participants, job dissatisfaction has a huge impact on productivity and motivation at work.

Implications for Social Change

The results of this study could contribute to positive social change in 911 call centers if the findings increase job satisfaction, which can lead to employee and community prosperity. Employees may not consider leaving an organization, but it does not mean employees are satisfied with their job. The cost of turnover supports the need for 911 call center supervisors to examine what factors cause employees not to be satisfied with their jobs. Once 911 supervisors understand how job dissatisfaction has been induced, steps can be taken to reduce employee turnover. Improved job satisfaction resulting in decreased employee turnover could (a) provide advancement opportunities, (b) reduce turnover cost, (c) increase morale, (d) retain employee knowledge, (e) fill succession plans, (f) reduces unemployment and (g) increase productivity.

Supervisors of 911 call centers who: (a) provide supportive leadership (b) create a balanced culture, and (c) provide non-financial rewards contribute to reducing job dissatisfaction. Reducing job dissatisfaction has an impact on more than the employees within the organization. Employees with low job satisfaction tend to be 43% less productive than those with higher job satisfaction (Carpenter & Gong, 2016). Satisfied

workers may lower operating costs by being less inclined to call in sick, leading to higher overtime pay. Satisfied employees who feel that their work is purposeful may be more motivated to take pride in their work, resulting in greater accuracy and efficiency. Increased productivity that creates cost savings for the 911 organization can contribute to positive change by providing increasing amounts of tax revenue that can be used for other public services such as roads, transit, medical and fire. In turn, happier workers offer better quality service to internal and external clients, creating a positive experience for all stakeholders.

Recommendations for Action

Based on the results of this study the introduction of an effective job satisfaction strategy is necessary if 911 call center management is to decrease the attrition of personnel and improve productivity. Job satisfaction is a key component of an employee's experience and incentive to remain loyal to and working with an organization. The findings of this study have confirmed that workplaces free from stress, moral problems, harassment and discriminatory practices can create a positive and healthy environment for everyone. Furthermore, while competitive pay generally makes employees feel valued, non-financial rewards have a significant impact on employee job satisfaction. I offer the following recommendations for 911 supervisors who wish to improve job satisfaction within their 911 call center.

First, supervisors can benefit from developing a leadership strategy that encourages supportive leadership. Northouse (2017) said leaders need to understand why their workers come to work every day, what makes them stay and what motivates them to

do their best. Muenjohn and McMurray (2016) found that workers receiving support and guidance from their supervisors have become more loyal and autonomous. Wells (2018) stated that there is a difference between managers and leaders. Managers are responsible for ensuring that everything works smoothly, ensuring that the rules are followed and ensuring assigned jobs are performed while leaders are vision seekers who can fulfill the vision with their team (Wells, 2018). Transformational leaders inspire followers to share a vision and empower them to achieve it (Buil, Martínez, & Matute, 2019). The supervisors of 911 call centers can create a vision for their team that creates purpose and aims to increase job satisfaction. Finally, 911 call center supervisors must ensure they have a balanced approach to supervision by aspiring to spend half of their time working on task/administrative duties and people-oriented duties. It is difficult to inspire and motivate employees to work towards a common goal and vision when the supervisor is spending the majority of their time behind a desk working on data entry duties. Supervisors need to know their employees, engage and be approachable.

An organization with a balanced culture is another factor which positively influences job satisfaction. Cameron and Quinn (2017) stated any one organization who is predominately within a specific culture type is dysfunctional. Furthermore, organizations should assess their culture yearly to ensure that the organization is balanced culturally (Cameron & Quinn, 2017). The 911 call center supervisor should assess the culture of the call center on an annual basis in order to ensure a balanced culture. The competing values framework is a widely used tool that has assisted managers for decades

with ensuring a balanced culture and should be a tool used by all 911 call center supervisors.

Job satisfaction can also be achieved through the provision of non-financial rewards. Popular non-financial rewards include flexibility in work hours, training opportunities and recognition by management or co-workers. Supervisors can learn about non-financial rewards by contacting neighboring 911 call centers for ideas. Non-financial rewards are cost-effective ways for supervisors of 911 call centers to keep their employees motivated and feel that the organization is supportive and caring. I intend to publish this study and share my findings with other 911 call center supervisors who wish to decrease job dissatisfaction within their call center.

Recommendations for Further Research

I conducted a qualitative multiple case study on the strategies that 911 call center supervisors use to decrease job dissatisfaction. The strategies found are: (a) providing supportive leadership (b) creating a balanced culture, and (c) providing non-financial rewards. Further research should be conducted to address the two constraints, prejudice and sample size of the research. Notwithstanding all prejudice management procedures and the fact that my personal thoughts and practices cannot verify the assessment and findings, partiality could exist because of my 13 years as a 911 Call Taker and Dispatcher. Second, I have collected data from only six participants, so future researchers should use a larger sample population to gather additional data.

The population for this study consisted of three call centers within the province of Ontario, Canada, which was a delimitation of this study. I suggest that researchers use

the same sample population but use a quantitative or mixed research methodology to collect extra data. In order to determine the coherence of their statements on the approaches provided by supervisors to decrease job dissatisfaction, researchers could also collect information from other 911 calling-taking personnel such as fire and emergency medical service call centers.

Reflections

The Doctor of Business Administration (DBA) is a challenging process that requires a great deal of discipline and sacrifice. I recall after my first week of the program feeling as if I wanted to walk up and shake the hand of every doctor I meet. The rigorous requirements of the program helped me to strengthen my writing skills while learning to think critically. The DBA requirement of citing sources that are within the last five years from scholarly journals ensured that my research is recent and professional. The proficient instructors and staff at Walden University as well as the many resources such as the library, tutors and the writing center ensured that I was well equipped to succeed in my doctoral studies.

The most difficult issue for me was the time I was not able to spend with family and friends because of due dates and the need to progress the dissertation process. I found the doctoral journey to be somewhat a lonely experience as many of my peers and family did not understand the stress and commitment required to complete a doctoral degree. The residencies that I attended in Washington, DC and Phoenix, AZ were very beneficial in developing my research question and the various components of a doctoral study. Additionally, the residencies provided me to with an opportunity to build lasting

friendships with other doctoral students who have been instrumental in providing me with the motivation and courage to complete this challenging journey.

Employee satisfaction is a key component of my work life. I am a professional in the 911 call center sector and I am enthusiastic about balancing employee needs with organizational productivity. This study allowed me to examine a workplace that I am familiar with and provide 911 call center supervisors with strategies that will make the working experience of 911 call takers and dispatchers more rewarding. Call takers and dispatchers of 911 call centers play a very important role to society and they are truly the first responders.

Conclusion

Minimizing worker dissatisfaction in 911 call centers is key to increasing efficiency and minimizing the turnover of employees. Many 911 call center supervisors; however, do not use effective strategies to minimize workplace dissatisfaction. The purpose of this multiple qualitative case study was to explore strategies used by 911 call center supervisors to reduce job dissatisfaction and answer the following research question: What strategies do front-line supervisors in 911 call centers use to reduce job dissatisfaction? Supervisors from three 911 call centers in the southern Ontario region, Canada engaged in semi-structured interviews, and the data was expanded by the analysis of company records. After collecting and analyzing the data, three main themes emerged: (a) supportive leadership (b) creating a balanced culture and (c) offering non-financial rewards. The findings show that supervisors who use job satisfaction strategies have effectively increased productivity and reduced voluntary employee turnover. When

employees ' needs are met, job satisfaction and organizational commitment are positively affected.

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Appendix A: Interview Protocol

Interview: Strategies to Reduce Job Dissatisfaction Within 911 Call Centers

The face-to-face interviews will begin with introductions and an overview of the topic.

- A. I will tell the participants I am mindful of their time and thank them for deciding to participate.
- B. I will remind the participants that the interview is recorded and that the discussion we are going to have will remain strictly confidential.
- C. I will turn the recorder on and announce the identification code of the participant and the date and time of the interview.
- D. The interview will last approximately 20-25 minutes for 10 questions and follow-up questions.
- E. I will also explain the concept and plan for member checking, contact participants with transcribed data and request verification of the accuracy of the information collected as soon as possible.
- F. Upon verifying the responses to the satisfaction of the participants, the interview ends with a heartfelt thank you for participating in the research.

Appendix B: Interview Questions

The questions for the interview are as follows:

Demographic Questions:

1. What is your age?
2. Where were you born?
3. What is your highest level of education?
4. How long in the current organization?
5. How many years of experience as a 911 supervisor?

Strategic Research Questions?

6. What is your understanding of job satisfaction?
7. How did job satisfaction strategies you implemented reduce job dissatisfaction within your 911 call center?
8. What external factors affect job satisfaction?
9. How do you as a supervisor reduce voluntary employee turnover within your 911 call center?
10. How do policies and procedures affect your ability to influence employee job satisfaction within your organization?
11. How quickly do you as a supervisor, respond to issues related to job satisfaction? And how does your response to issues mitigate further job dissatisfaction?
12. What are some factors in your 911 call center that effect employee job satisfaction?

13. How do you think employee job satisfaction affected productivity within your 911 call center?

14. What additional information can you share regarding your strategies to reduce employee job dissatisfaction?

Wrap up the interview by thanking the participant and schedule follow-up for member checking interview.

15. Follow-up and Member Checking Interview

16. Introduce follow-up interview and set the stage over coffee.

17. Share a copy of the succinct synthesis for each question and interpretation.

18. Ask a probing question related to any information that I found during the interview and related to the research topic.

19. Walkthrough, each question, read the interpretation and ask: Did I miss anything? Or, what would you like to add?

20. Wrap up the follow-up interview by thanking the participant.

Appendix C: Request and Approval to Use Copyright Material from the Author

Sunday, November 17, 2019 at 5:05:39 PM Eastern Standard Time

Subject: Re: Permission to use graphic from your research book - Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework
Date: Saturday, July 6, 2019 at 10:48:23 PM Eastern Daylight Time
From: Kim Cameron
To: Gary Marshall

Thanks very much, Gary. You are welcome to use the figure in your doctoral study.

Best wishes.

Kim

Kim Cameron
 William Russell Professor of Management & Organizations
 Ross School of Business
 and
 Professor of Higher Education
 School of Education
 University of Michigan

Sunday, November 17, 2019 at 5:00:41 PM Eastern Standard Time

Subject: Re: Permission to use graphic from your research book - Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework
Date: Monday, July 8, 2019 at 9:53:30 AM Eastern Daylight Time
From: Leading With Lift
To: Gary Marshall
CC: [REDACTED]

That sounds fine to me.
 Bob

On Jul 6, 2019, at 6:15 PM, Gary Marshall [REDACTED] wrote:

Dr. Cameron and Dr. Quinn,

My name is Gary Marshall and I am a Doctoral Student at Walden University. My Doctoral Study (Dissertation) is on strategies for improving job satisfaction within 911 call centers.

I am referencing your book *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* and I would like to use the Competing Values graphic figure 3.2 from page 53. I am using the competing values framework as the conceptual framework for my doctoral study.

May I have your permission to use that graphic for my Doctoral Study? I will ensure that I cite the graphic correctly.

Sincerely,

Gary R. Marshall
 Innisfil, ON CANADA
 DBA A00671831
 [REDACTED]