The Relationship Between Emotional Dissonance, Perceived Supervisors' Support, and

Employee Turnover Intention in Public Safety Communicators

Submitted by

Dan Lamar Lewis

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctorate of Education

Grand Canyon University

Phoenix, Arizona

March 17, 2022

GRAND CANYON UNIVERSITY

The Relationship Between Emotional Dissonance, Perceived Supervisors' Support, and

Employee Turnover Intention in Public Safety Communicators

by

Dan Lamar Lewis

Approved

March 17, 2022

DISSERTATION COMMITTEE:
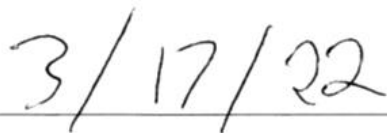
Richard J. Varrati, Ed.D., Dissertation Chair

Stephanie Zywicki, Ph.D., Committee Member

Deborah A. Windsor, Ed.D., Committee Member

ACCEPTED AND SIGNED:

_____

Michael R. Berger, Ed.D.
Dean, College of Doctoral Studies
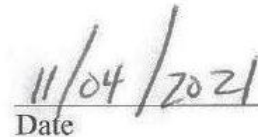
_____
3/17/22

Date

GRAND CANYON UNIVERSITY

The Relationship Between Emotional Dissonance, Perceived Supervisors' Support, and

Employee Turnover Intention in Public Safety Communicators

I verify that my dissertation represents original research, is not falsified or plagiarized,

and that I accurately reported, cited, and referenced all sources within this manuscript in

strict compliance with APA and Grand Canyon University (GCU) guidelines. I also

verify my dissertation complies with the approval(s) granted for this research

investigation by GCU Institutional Review Board (IRB).

_____   _____
Dan Lamar Lewis   Date 11/04/2021

Abstract

The purpose of this quantitative correlational study was to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. This study was conducted using a quantitative methodology and correlational design with the job demands-resources theory as the foundation. Data were collected from public safety communicators from two online sites using three validated instruments and a researcher-developed demographic questionnaire. The sample size for this study was 94 ($N = 94$). The data were analyzed with multiple linear regression analysis. For Research Question 1, the multiple linear regression analysis showed a statistically significant relationship between the predictor variables and the criterion variable of Employee Turnover Intention ($R^2 = -0.67$, $p < .001$). For Research Question 2, the regression analysis showed a statistically significant relationship between Emotional Dissonance and Employee Turnover Intention while holding Perceived Supervisors' Support constant ($sr^2 = -.326$, $p < .001$). For Research Question 3, the regression analysis showed a statistically significant relationship between Perceived Supervisors' Support and Employee Turnover Intention while holding the predictor variable of Emotional Dissonance constant ($sr^2 = -.603$, $p < .001$). The most significant finding of this study was that the relationship of Emotional Dissonance to Employee Turnover Intention was in a negative direction, The practical implication is for leaders to have evidence showing the need for leadership training and to help develop programs that can support their employees.

Keywords: emotional dissonance, perceived supervisors' support, employee turnover intention, public safety communicators.

Dedication

First and foremost, I would like to dedicate this study to the tens of thousands of public safety communicators who work tirelessly each day to keep our communities safe. They are the hidden first responders working nights, weekends, and holidays dispatching law enforcement officers, firefighters, paramedics, flight medics, and more with little to no recognition. They do this while working with limited staff, mandatory overtime, low wages, and an enormous amount of stress. Thank you for what you do every day.

I would also like to thank my sister Kimberly and brother-in-law Eric for supporting me on this educational journey. Without their support and encouragement, I would have never been successful. Kimberly has been my chief proofreader, therapist, and cheerleader from the start. Eric has always been a much-needed source of humor and entertainment which has kept me from losing hair and sleep. Thank you both for everything that you have done to help me reach my goals.

Acknowledgments

I would like to thank my Dissertation Chair Dr. Rich Varrati. Dr. Varrati has been a constant source of calm, encouraging feedback that has kept me on track and helped me achieve my goals. Dr. Varrati has never shown frustration or signs of being annoyed when I failed to grasp a direction or suggestion and has worked with me to help me develop as a writer and researcher throughout this process. I would also like to thank the remainder of my committee, Methodologist Dr. Stephanie Zywicki, Content Expert Dr. Debra Windsor, and my AQR Reviewer Dr. Alex Casteel. I appreciate the work that they have put into my success by providing timely and relevant feedback that has helped me tremendously.

Last, but certainly not least, I would like to thank my co-workers and colleagues at the Reedy Creek Fire Department. They have listened to me talk about my study, worked in my place when I had a deadline, and continually supported my pursuits. Thank you for allowing me to miss meetings, take last-minute time off, and sleep late when I needed it. Furthermore, for all of my colleagues and co-workers, both past and present, thank you for the work that you do in keeping our communities safe. You work under difficult circumstances every day and your devotion to helping others is always visible.

Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction to the Study

Introduction

Lowering employee turnover rates in public safety communications centers is a challenging but necessary task for leaders within the industry. An appropriate level of staffing in public safety communications centers is essential for the consistent delivery of excellent service and lifesaving instructions. Employee turnover negatively impacts public safety organizations in several ways. Public safety organizations are impacted by turnover financially due to the result of increased training costs and decreased employee productivity (Hague, Fernando, & Caputi, 2019). In public safety communications centers, high employee turnover can limit the number of experienced personnel available to answer and process emergency calls, impacting not only service levels, but community safety. For public safety organizations to meet staffing challenges, it is essential to understand what motivates employees to develop intentions to voluntarily leave their job (Shin & Jeung, 2019). This study investigates multiple variables that could lead to or limit the turnover intentions of employees in public safety communications centers.

The topic of this study was the relationship between Emotional Dissonance, Perceived Supervisors' Support, and Employee Turnover Intention in Public Safety Communicators. Three variables identified by Zito et al. (2018), Emotional Dissonance, Perceived Supervisors' Support, and Employee Turnover Intentions are being examined. Emotional Dissonance and Perceived Supervisors' Support are both continuous interval criterion predictor variables. Employee Turnover Intention is a continuous interval criterion variable. The purpose of this quantitative correlational study was to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional

Dissonance and Perceived Supervisors' Support in public safety communicators in the United States.

Research investigating employee turnover intention in public safety communications centers is all but non-existent, with the most closely associated research concentrated primarily on private or customer service-based call centers. The gap for this study was developed from research conducted by Zito et al. (2018) which found employee turnover intention to be positively influenced by the job demand of emotional dissonance and negatively influenced by the job resource of perceived supervisor's support. With the research conducted by Zito et al. (2018) being focused on a private communications center in Italy, the results were not generalizable to the public safety communications industry in the United States.

The variables used by Zito et al. (2018) are in the same category as burnout and work exhaustion, which was the focus of research by Hom, Lee, Shaw, and Hausknecht (2017). Hom et al. (2017) conducted a quantitative correlational study that found both burnout and work exhaustion were consistent predictors of employee turnover intention. Hom et al. (2017) suggested that future research into employee turnover intentions should explore alternate antecedents of employee turnover intention to improve context. Similarly, Hague et al. (2019) conducted a quantitative study on employee turnover intention centered on performance reviews and compensation. Hague et al. (2019) recommended that future research into employee turnover intention should use variables different from those in their study, which were all based on perceived human resource actions. Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there was a need to investigate to what extent, if any, Employee

Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States.

The remainder of chapter 1 provides an overview of the problem, background information, and the purpose of the study. Additionally, the research questions and hypotheses are presented along with the methodology and design. Chapter 1 also discusses how this study might advance the scientific knowledge of the topic and the significance of this study. An overview of assumptions, limitations, and delimitations are provided with a list of definitions for some of the terms and terminology used in this study.

Background of the Study

Public safety communications centers are the backbone of the emergency services industry. Public safety communications centers provide call taking, dispatching, documentation, and organizational infrastructure that assists and supports other emergency services personnel. The information gathered from the public is relayed to police officers, firefighters, and emergency medical services so they can respond to emergency incidents appropriately and safely (APCO, 2009). To provide the services needed, public safety communications centers require a certain level of staffing that meets the needs of the communities that are being served. Currently, the public safety communications industry is suffering from a staffing predicament that is making it difficult to maintain an appropriate staffing level.

In 2005, The Association of Public Safety Communications Officials (APCO, 2005) conducted a comprehensive study investigating staffing levels in public safety communications centers in the United States. The study by APCO, the APCO Retains

Project, showed that the public safety communications industry in the United States had an estimated annual employee turnover rate of 16%. In 2009, the study was replicated, and the employee turnover rate had increased to 19% (APCO, 2009). Nine years later, the employee turnover rate industry-wide had increased substantially to 29.5% (APCO, 2018). The research conducted in 2018 (APCO, 2018) called the staffing shortage a crisis for the industry, affecting not only the personnel working in public safety communications centers but also causing a public safety concern. APCO (2005, 2009, 2018) identified stress, long work hours, mandatory overtime, lack of organizational support, and low wages as precursors to employee turnover and emphasized that industry leaders needed to address the staffing issue as soon as possible. With little to no research into public safety communications centers, APCO (2005, 2009, 2018) indicated that employee turnover rates could continue to rise due to factors such as the implementation of more complex technologies, stagnate wages, and increasingly multifaceted work requirements. There are multiple potential antecedents to employee turnover and employee turnover intention so more in-depth discussion of potential influences is essential.

Public safety communicators are exposed to stressors that are not common in the general population, especially secondary trauma associated with repeated listening to emergencies that callers are reporting (Blisker, Gilbert, Alden, Sochting, & Khalis, 2019). The fast-paced nature of the public safety communicator job requires communicators to disconnect from one emergency call and immediately move on to another without having time to fully process the event or incident internally (Boland et al., 2018; Golding et al., 2017). In some cases, when public safety communicators are

repeatedly exposed to human trauma-related incidents over the phone, the result can be a wide a range of debilitating effects including obesity, anxiety, depression, high levels of stress, and post-traumatic stress disorder (Carleton, Krakauer, et al., 2019; Klimley, Van Hasselt, & Stripling, 2018). The nature of the industry is a driving force for the unstable staffing situation and was a strong component to identifying the parameters of this study and developing the problem statement.

The problem statement for this study was it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support. The need to investigate the stated problem was both relevant and timely in the public safety communications industry as leaders are struggling to maintain a workforce trained and equipped to cope with the increasingly negative job demands. Leaders within the public safety communications industry must develop strategies that build strong support from supervisors and help deal with the required emotional dissonance productively and positively. The result could be improved employee retention and a healthier work environment. This study could provide leaders with evidence that may help them make more informed decisions while developing comprehensive strategies to turn the staffing crisis around. The lack of research in the public safety communications industry, coupled with the suggestions from previous researchers helped develop the following gap statement. Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there was a need to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States.

With the gap in the research identified, a robust discussion of the identified problem is necessary.

Problem Statement

Before this study, it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support. The general population for this study was public safety communicators, or those personnel who answer and process 9-1-1 emergency calls in the United States (Miller, Unruh, Zhang, Liu, & Wharton, 2017). The estimated population size is 98,500 (U.S. Bureau of Labor Statistics [BLS], 2020). The target population for this study was the 28,000 members of an industry organization with access to an online member-driven communications forums, and 500 members of a public safety communicators group hosted on a national social media site. The estimated sample size was 68 public safety communicators calculated using G* Power (Faul, Erdfelder, Buchner, & Lang, 2009). To adjust for data attrition and account for significant outliers the minimum sample was increased by 20% to 82. The unit of analysis for this study was public safety communicators participating in an online distributed survey and was an operational value.

Public safety communicators work varying schedules of 8, 10, 12, or 16 hours with expectations to perform shift work which includes overnights, weekends, and holidays. The irregular work schedules and recurrent stressors concomitant with the occupation may lead to voluntary employee turnover, which can lead to additional stress on the remaining personnel. Public safety communicators answer and process emergency 9-1-1 calls 24 hours a day. No matter the time of day or night, public safety communicators are required to have an acute situational awareness and the ability to

concentrate on critical details in order to send an appropriate emergency response (Gardett, Scott, Broadbent, Bramwell, & Olola, 2019). The critical nature of the work necessitates staffing levels that accommodate variable call volumes, spontaneous high acuity low occurrence (HALO) incidents, and unpredictable dispatch needs. The fluctuating nature of the day-to-day operations in a public safety communications center showcases the importance of the need to maintain a highly trained staff that can handle any eventuality.

This study used the job demands-resources theory (JD-R) as its theoretical foundation. The JD-R has been validated by numerous researchers since its inception. Gross, Thaler, and Winter (2019) conducted a quantitative study on public service motivation using the JD-R, which examined employee performance, absenteeism, and presenteeism. Gross et al. (2019) used archival data from a panel study of 413 public employees. Gross et al. (2019) concluded that job resources, specifically work engagement, team climate, and organizational support, can mitigate the negative results that job demands have on public service motivation. Additionally, Gross et al. (2019) advocated for future research exploring different job resources or alternate relational resources. In a quantitative study conducted by Kulikowski and Orzechowski (2018), the JD-R was utilized to determine the invariance of assumptions among personnel whose cognitive abilities were proven to be at different operational levels. Kulikowski, and Orzechowski (2018) found that regardless of cognitive ability, the negative impact of job demands, and positive impact of job resources were consistent with the JD-R and highly significant. Angulo, Valdes, and Segovia (2018) conducted a quantitative study using the JD-R to determine if organizational justice could be a balancing factor between job

demands and job satisfaction. Angulo et al. (2018) found that organizational justice could lessen the more stringent effects of job demands and lead to improved job satisfaction. The JD-R has been demonstrated as a reliable and valid theory to frame the context of research into job demands and job resources in multiple industries and was used as the foundation of this study.

How does the JD-R align with the gap in research on which this study was formed? Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there was a need to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. Through the lens of the JD-R, the demands of the job and resources available to cope with the demands of the job can potentially be identified. In identifying job demands and resources, leaders may gain knowledge that will help them develop strategies to lower employee turnover intentions and improve long-term staffing. With the problem identified, an overview of the purpose of this study is needed.

Purpose of the Study

The purpose of this quantitative correlational study was to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. The target population for this study was the 28,000 members of an industry organization with access to the online member-driven communications forums, and 500 members of a public safety communicators group hosted on a national social media site. Public safety communications centers in the United States are generally similar in nature, negating any

potential negative effects of the sample being so geographically diverse. The work environment in public safety communications centers is comparable in organizational design and operation, community and governmental requirements, and the myriad of challenges being addressed (Valecha, Rao, Upadhyaya, & Sharman, 2019). To help identify the parameters of this study, the variables and operational measures need to be identified and defined.

The variables of Emotional Dissonance, Perceived Supervisors' Support, and Employee Turnover Intention create the structural foundation for this study. Emotional Dissonance is a continuous interval predictor variable defined as the difference between emotions felt and emotions that are required to be displayed (Konze, Rivkin, & Schmidt, 2017). The operational measure in this study for Emotional Dissonance was the emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016). Perceived Supervisors' Support is a continuous interval predictor variable defined as the support received from supervision relative to daily employee job performance (Zito et al., 2018). The operational measure in this study for Perceived Supervisors' Support was the survey of perceived organizational support (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Employee Turnover Intention is a continuous-interval criterion variable defined as the intent of an individual to voluntarily leave his or her place of work (Naidoo, 2018). The operational measure in this study for Employee Turnover Intention was the turnover intention scale 6-item version (TIS-6) (Roodt, 2004). With each variable defined and the purpose of the study identified, the next step is to discuss this study's research questions and associated hypotheses.

Research Questions and/or Hypotheses

Using a quantitative methodology, this study investigated the predictability of Employee Turnover Intention based on Emotional Dissonance and Perceived Supervisors' Support. Emotional Dissonance, a continuous-interval predictor variable, is defined as the difference between emotions felt and those required to be displayed (Konze et al., 2017). Emotional Dissonance was measured using the emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016). Perceived Supervisors' Support, a continuous-interval predictor variable, is defined as the support received from supervisors in relation to the job being performed (Zito et al., 2018). Perceived Supervisors' Support was measured using the survey of perceived organizational support (Eisenberger et al., 1986). Employee Turnover Intention is a continuous criterion variable defined as the intent of an individual to voluntarily leave the place of work (Naidoo, 2018). The turnover intention was measured using the turnover intention scale 6-item version (TIS-6) (Roodt, 2004). After identifying and defining the variables, it was necessary to discuss the theoretical framework.

The job demands – resources theory (JD-R) (Bakker & Demerouti, 2017) provided the framework for this study's research questions by identifying job demands and job resources as a continual part of the work environment. Accordingly, emotional dissonance is viewed as a job demand and perceived supervisors' support as a job resource. The negative impact that completed the theoretical framework was the continuous-interval criterion variable of Employee Turnover Intention. Three research questions and associated hypotheses were developed using the problem statement:
It was not known to what extent, if any, Employee Turnover Intention can be predicted

by Emotional Dissonance and Perceived Supervisors' Support. The research questions

and hypotheses are based on the theoretical foundations of the JD-R (Bakker &

Demerouti, 2017) and guided this quantitative correlational study.

This study was guided by the following research questions and associated

hypotheses.

RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors'

Support predict Employee Turnover Intention?

$H1_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly

predict Employee Turnover Intention.

H1a. Emotional Dissonance and Perceived Supervisors' Support significantly predict

Employee Turnover Intention.

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant?

$H2_0$. Emotional Dissonance does not significantly predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant.

H2a. Emotional Dissonance significantly predicts Employee Turnover Intention while

holding Perceived Supervisors' Support constant.

RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee

Turnover Intention while holding Emotional Dissonance constant?

$H3_0$. Perceived Supervisors' Support does not significantly predict Employee

Turnover Intention while holding Emotional Dissonance constant.

H3a. Perceived Supervisors' Support significantly predicts Employee Turnover

Intention while holding Emotional Dissonance constant.

Advancing Scientific Knowledge and Significance of the Study

Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there was a need to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. Additionally, Schiable (2018), who conducted a quantitative study focused on emotional dissonance in public safety, suggested that future research focus on the emotional dissonance of public safety personnel with additional attention placed on the work that they perform. The gap in the literature aided the development of the problem statement: It was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support. This study could add evidence to the body of knowledge concerning the profession of public safety communications, and the topics of employee turnover intention, emotional dissonance, and perceived supervisors' support. Specifically, this study may assist in enhancing data related to the issues of actual employee turnover in public safety communications centers.

Practical implications. This study has practical implications for public safety communications centers by potentially providing leadership with evidence to identify opportunities for improving employee well-being and increasing support from supervisors and organizational leadership. Using the job demands-resources theory (JD-R) (Bakker & Demerouti, 2017), the relationships between the job demand of emotional dissonance, the job resource of perceived supervisor's support, and employee turnover intention could become clearer. The JD-R forms the foundation for this study, and the variables being investigated align with the theory while extending the original research

by Zito et al. (2018). The JD-R hypothesizes that every job has demands that cause a negative relationship with the job, and those demands may be diminished by available job resources (Bakker & Demerouti, 2017). In this study, emotional dissonance is identified as a job demand, perceived supervisors' support is identified as a job resource, and employee turnover intention is the negative organizational outcome.

The recognized problem, it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support, is timely due to the high rate of employee turnover in public safety communications centers nationwide (APCO, 2005, 2009, 2018). Public safety communicators are exposed to stressors that are not common in the general population, such as secondary trauma associated with consistently listening to emergency situations reported by callers (Blisker et al., 2019). The repeated exposure to secondary human trauma can cause emotional dissonance due to the common job expectation of disconnecting from one emergency call and immediately answering another with little to no time to fully process the incident personally or professionally (Boland et al., 2018; Golding et al., 2017). The need to examine the stated problem was both relevant and timely and could provide information to help leaders retain a staff trained and prepared to cope with the demands of the job (Shin & Jeung, 2019). If public safety communications leaders can lower the rate of employee turnover, the general public would benefit by having a more competent, well-trained, and experienced staff answering and processing 9-1-1 calls. (De Winne, Marescaux, Sels, Beveren, & Vanormelingen, 2019). Additionally, lower employee turnover rates in public safety communications centers could lead to better use of public funds currently allocated to continuously hire and train

new personnel. The tax dollars presently used for continuous hiring and training could be deployed to replace aging technology and equipment used both in communications centers and other first responder divisions. The practical implications of this study are important, but the scientific contributions are significant as well.

Advancing scientific knowledge. Currently, research into employee turnover intention is primarily focused on variables such as work engagement (Xiong & Wen, 2020), individual job performance (Li, Zhu, Cai, Long, & Park, 2019), and organizational leadership (Yang, Guan, & Pu, 2019). This study could add to the body of knowledge by exploring emotional dissonance as a potential antecedent and perceived supervisors' support as a potential positive moderating influence. By investigating the continuous-interval predictor variables of Emotional Dissonance and Perceived Supervisors' Support, this study could add substance to research about the population of public safety communicators, which is largely missing from current and previous studies.

This study fits within the range of existing research in several ways. First, employee burnout has been identified as a negative effect of increased job demands and the lack of resources to cope with the demands (Chen et al., 2019; Cho, Lee, & Kim, 2019; Duan et al., 2019). This study focused on the continuous-interval predictor variable of Emotional Dissonance as a job demand in public safety communications centers. Second, current research supports the idea that resources provided by leadership, or the actions of leadership, can help mitigate the negative effects of workplace stressors (Alkharabsheh & Alias, 2018; Arici, 2018; Yang et al., 2019). This study focused on the continuous-interval predictor variable of Perceived Supervisors' Support and proposes a potentially positive influence on employee turnover intention. The direction of current

research joined with the lack of research into employee turnover intention of public safety communicators highlights the potential of this study to add to the body of knowledge regarding employee turnover intention while focusing on an industry that lacks academic attention. This study will add to the literature concerning employee turnover intention by examining a relatively understudied population. Additionally, this study will add to the literature concerning public safety communicators by applying the JD-R to better comprehend the fundamental influences of employee turnover intention and subsequent employee turnover. The results could lead to new and innovative approaches for leadership support in public safety communications centers and allow leaders to better understand their workforce.

Rationale for Methodology

This study uses a quantitative research methodology to investigate the stated problem of it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support. With a focus on the population of public safety communicators in the United States, this study extends the research of Zito et al. (2018), which used a quantitative methodology to study the turnover intentions of customer service call center employees in Italy. A quantitative methodology was chosen due to the nature of the variables and the need to investigate the relationships that exist between those variables (Bloomfield & Fisher, 2019). The variables for this study are Emotional Dissonance, a continuous-interval predictor variable, Perceived Supervisors' Support, a continuous-interval predictor variable, and Employee Turnover Intention, a continuous-interval criterion variable.

While a qualitative methodology has many facets that can explore subjects or topics in a manner that explains a phenomenon or provides specific information about certain aspects of an individual or groups experiences (Queiros, Faria, & Almeida, 2017), this study was designed to identify or understand the relationships that may or may not exist between the identified variables. The most reliable way to examine potential relationships between variables is through a quantitative approach. Quantitative research has shown to be the chosen methodology for collecting data using standardized instrumentation and focusing on an objective approach to analyzing the data (Queiros et al., 2017). One of the key factors in determining the methodology for this study was the data that were being collected. During the development of this study, it was concluded that numerical data would be the most efficient and effective data to identify a potential correlation between variables. Numerical data can be collected using standardized instruments, which are utilized in this study. Since this study did not use data that are narrative, a qualitative design would not have been the best approach (Khaldi, 2017) Using a quantitative methodology for this study fits within the need to investigate the potential relationships between variables, which leads to a brief overview of the chosen research design.

Nature of the Research Design for the Study

This study used a correlational design which allowed for the comparison of variables and gave the researcher the ability to assess relationships that may or may not exist between those variables (Curtis, Comiskey, & Dempsey, 2016). A correlational design allowed investigation of the relationships between Emotional Dissonance and Perceived Supervisors' Support, both independently and collectively, to Employee

Turnover Intention by providing a path for analyzing each variable without manipulation by the researcher. Zito et al. (2018), and Molino et al. (2016) both conducted studies that used a correlational design to assess the predictability of employee turnover intention in customer service-based call centers, which is like this study. A causal-comparative design was not appropriate as this study was designed to view the data in terms of the degree of potential relationships, not in terms of a cause or by testing or surveying different groups (Schenker & Rumrill, 2004). An experimental design would not have been suitable since the variables are predictor and criterion with no intervention being applied (Leavy, 2017). A quasi-experimental design was not appropriate, as there was an attempt to explain the relationships between the variables. The most appropriate design for this study was correlational.

The target population for this study was the 28,000 members of an industry organization with access to the online member-driven communications forums, and 500 members of a public safety communicators group hosted on a national social media site. Multiple instruments were used in this study to gather the appropriate data to address the problem statement and purpose statement. Additionally, the instrumentation provided data that assisted in answering the research questions. The estimated sample size was 68 public safety communicators calculated using G* Power (Faul et al., 2009). To adjust for data attrition and account for significant outliers, a 20% increase was calculated, bringing the minimum sample size required to 82. Data was collected from a final sample of 94 (N=94) using the TIS-6 (Roodt, 2004), which helped answer all research questions, the survey of perceived organizational support (Eisenberger et al., 1986), helped answer Research Question 3, and the emotional dissonance subscale of the emotional labor scale

(Andela & Truchot, 2016), which helped answer Research Question 2. Permission was obtained for the use of each instrument and documented appropriately (Appendix D). Additionally, demographic information was collected to help explain the population and the results.

An aggregate survey instrument was deployed using SurveyMonkey and was distributed through the member-driven communications forum of national public safety organization, for which site permission was obtained (Appendix A). Alternately, the aggregated survey instrument was posted to a public safety communicator group on national social media site. Permission was obtained from administrators of the communicator group (Appendix A). Responses to the survey instrument were reviewed for completeness with no identifiable information collected. Descriptive statistics were collected to determine the type of communications center in which the communicator worked, age, gender, and years of service.

The unit of observation for this study was public safety communicators participating in an online survey distributed using SurveyMonkey. Public safety communicators work a variety of shifts answering and processing emergency calls for police, fire, or medical emergencies, triaging those calls for appropriate dispatch and response placing a premium expectation on speed and accuracy (Cole & Dvoskina, 2019). In the United States, it is estimated that 6,000 public safety answering points exist, employing 98,500 public safety communicators using advanced technology for location accuracy, call-taking, dispatching, and protocol delivery for incident management and patient care (Seeman, Kleckley, & Holloway, 2018). The environment in which public safety communicators work can become overwhelming and requires an unusually high

level of situational and environmental awareness that the general population is not accustomed to (Gardett et al., 2019). Using protocols such as those provided by the International Academes of Emergency Dispatch (Davis et al., 2018), many communications centers standardize the process of providing life-saving instructions, which improves consistency in call-taking and dispatching. While deemed appropriate and useful, using pre-scripted protocols also adds to the stress level of public safety communicators as the protocols can also constrain the decisions making process. To clarify the nature of the job, the study variables, and the context of the research, it was essential to define certain terms, job functions, work locations, and processes that are referenced in this study.

Definition of Terms

The following list of terms and associated definitions are included to provide the reader with an understanding of how those terms, variables, and specific phrases are used throughout this study.

Emotional dissonance. For this study, emotional dissonance was defined as the difference between emotions that are felt on the job versus the emotions that are required to be displayed (Konze et al., 2017). In public safety communications centers, communicators have the responsibility to answer and process 9-1-1 calls as they present to the communications center. Public safety communicators have limited time to internally and emotionally process the previous incident before starting a new call, sometimes requiring the communicator to display emotions that are different from those that they are feeling at the time.

Employee turnover intention. For this study, employee turnover intention was defined as the intent of an employee to voluntarily leave the job (Naidoo, 2018). In this study, employee turnover intention was discussed primarily in the context of the active desire to leave the current job accompanied with the action of active job searching by the employee.

First responders. For this study, first responders are personnel that physically respond to the scene of an emergency call for service. First responders include police officers, firefighters, and emergency medical personnel. While public safety communicators are considered "first responders", they do not travel to the location physically, so they are identified specifically as public safety communicators for this study.

Perceived supervisors' support. For this study, perceived supervisors' support was defined as the positive support and assistance received from an employee's immediate supervision (Zito et al., 2018).

Public safety communicator. For the purpose of this study, public safety communicator was defined as a person working in a public safety communications center in the United States. Additionally, the public safety communicator answers and processes 9-1-1 emergency calls for service, dispatches emergency calls, and maintains first responder status (NENA, 2018).

Public safety communications centers. For this study, public safety communications centers are those communications centers that exist to answer and process 9-1-1 emergency calls for service (NENA, 2018). Communications centers may take several forms, including being a primary law enforcement communications center, a

primary fire department communications center, a primary emergency medical services

communications center, a primary or secondary 9-1-1 Public Safety Answering Point

(PSAP), or a hybrid communications center working as a combination, or consolidation

of any of the above-listed centers.

Assumptions, Limitations, Delimitations

This section provides an overview of the assumptions, limitations, and

delimitations for this study.

Assumptions. Assumptions are conditions surrounding this study that the

researcher believes to be true but has no evidence to provide confirmation (Simon, 2011).

The researcher has identified the following assumptions for this study.

1. The researcher assumes that all participants will complete the survey by answering the questions accurately and completely.

2. The researcher assumes that all answers provided by all participants will be based on their honest interpretation of the question guided by directions given by the researcher.

3. The researcher assumes that all participants will be honest in indicating their current work status in a public safety communications center, as there was no avenue to confirm such status.

4. The researcher assumes that past research proving the validity of all instrumentation and the job demands-resources theory is accurate.

5. The researcher assumes that all respondents work in public safety communications centers that are similar in design to the common types of centers in the United States and that any results could generalize to the entire industry.

Limitations. Limitations are the identified weaknesses of this study (Simon,

2011). The limitations of the research may be uncontrolled factors or those associated

with choices made by the researcher, but either way must be identified to provide context

and scope of the research (Theofanidis & Fountouki, 2018). The researcher

acknowledges the following limitations for this study.

1. The researcher acknowledges the limitation of the self-reporting instrumentation in that it could lead to interpretation bias. There is potential that the respondents could form their own interpretation of the questions and not understand the intended interpretation.

2. The researcher acknowledges the limitation of the instrumentation collecting data at one point in time and is unable to provide data that could change after the survey instrument is completed.

3. The researcher acknowledges that the volunteer sampling strategy and posting the survey instrument in a member-driven forum may not provide a true cross-section of communicators working in the United States. Responses may be weighted by geographical areas whereby more members are active in certain geographic regions.

   Delimitations. Delimitations are the parameters that help define the scope of this

study (Simon, 2011). The delimitations are identified by the researcher to clearly classify

the scope of the research being undertaken and any boundaries that may exist due to

variable selection, methodology, design, instrumentation, or other factors involved

(Theofanidis & Fountouki, 2018). The researcher acknowledges the following

delimitations for this study.

1. The researcher acknowledges that this study was focused solely on communicators currently working in public safety communications centers in the United States. There were no archival data showing actual turnover rates in any public safety communications center. This delimitation limits the data by not proving that actual turnover occurred related to the intent.

2. The researcher acknowledges that the methodology and design of this study, quantitative correlational, was only one direction that could have been used. In using a quantitative correlational design versus a longitudinal approach, the data were constrained to one point in time. Had this been proposed as a longitudinal study, the research could show the actual percentages of personnel that acted on their individual turnover intentions within a given time frame, adding a more robust framework for this study.

3. The researcher acknowledges that this study was focused solely on communicators working in public safety communications centers in the United

States. Other types of communications centers exist without the same job requirements or contexts of operations. This leads to the fact that the results will only be viable and credible for the public safety communications center industry and not those related to customer service or sales.

Summary and Organization of the Remainder of the Study

The purpose of this quantitative correlational study was to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. Historically, employee turnover intention has been shown to be a strong and reliable predictor of actual voluntary employee turnover in numerous industries (Naidoo, 2018). As such, employee turnover intention has been used as a proxy in research for actual employee turnover due to the difficulty associated with collecting data after turnover occurs (Fukui, Wu, & Salyers, 2019). In the public safety communications industry, employee turnover intention could stem from the lack of perceived supervisors' support or the emotional dissonance that might exist due to the nature of the job (Zito et al., 2018). High levels of stress are common in public safety communications centers due to the repeated exposure to human trauma through the process of answering and processing 9-1-1 calls (Carleton, Afifi, et al., 2019). Due to the higher levels of stress, public safety communicators are just as likely to develop mental health disorders as their public safety counterparts that respond to the scene (Carleton et al., 2020). With employee turnover intention being the focus of this study, factors such as stress and the ability to lower stress by way of increased supervisors' support is an important factor to understand.

Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there was a need to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived

Supervisors' Support in public safety communicators in the United States. Out of the stated problem, it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support, three research questions were developed along with the associated hypotheses.

RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention?

H1$_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly predict Employee Turnover Intention.

H1a. Emotional Dissonance and Perceived Supervisors' Support significantly predict Employee Turnover Intention.

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover Intention while holding Perceived Supervisors' Support constant?

H2$_0$. Emotional Dissonance does not significantly predict Employee Turnover Intention while holding Perceived Supervisors' Support constant.

H2a. Emotional Dissonance significantly predicts Employee Turnover Intention while holding Perceived Supervisors' Support constant.

RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee Turnover Intention while holding Emotional Dissonance constant?

H3$_0$. Perceived Supervisors' Support does not significantly predict Employee Turnover Intention while holding Emotional Dissonance constant.

H3a. Perceived Supervisors' Support significantly predicts Employee Turnover Intention while holding Emotional Dissonance constant.

To answer the above questions, this study used a quantitative methodology. This study examined the relationship between the predictor variables of Emotional Dissonance, and Perceived Supervisors' Support, and the criterion variable of Employee Turnover Intention. The instruments used in this study were the emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016), the survey of perceived organizational support (Eisenberger et al., 1986), and the turnover intention scale 6-item version (TIS-6) (Roodt, 2004). Together, the instruments were distributed through the general communications forum of a national industry organization, and through a public safety communicator group on a national social media site using SurveyMonkey. Data collected included descriptive statistics related to the type of communications center in which the communicator worked, age, gender identity, and years of service.

Chapter 2 of this study will introduce the overall topic of employee turnover intention and provide an in-depth discussion of the background of the problem. Additionally, the research gap will be discussed in the context of current research and the problem for this study. Chapter 2 will also provide an in-depth overview of the theory driving this study, the job demands-resources theory (JD-R) (Bakker, & Demerouti, 2014, 2017) and its formation from the job demands-resources model (Bakker, Demerouti, & Verbeke, 2004). Chapter 2 of this study will provide a comprehensive review of the literature associated with employee turnover intention, emotional dissonance, perceived supervisors' support, and public safety communicators and their work environment. In addition, the history of employee turnover in public safety communications centers will be explored as well as the history of employee turnover intention research. Chapter 2 will provide a brief overview of the methodology and

instrumentation used in current research like this study and will also discuss the theoretical foundations of past research.

Chapter 3 outlines the methodology of this study along with explanations of the research design, study population and sample, instrumentation, data collection, and analysis procedures. Chapter 3 also provides evidence related to instrumentation reliability, ethical considerations, and defines the limitations and delimitations of the study. Chapter 4 presents the results of the data collected. Chapter 5 provides a full and robust discussion of the researchers' interpretation of the results of the study and includes limitations of the research and suggestions for future research on the topic of employee turnover intention.

Chapter 2: Literature Review

Introduction to the Chapter and Background to the Problem

This study was focused on the topic of employee turnover intentions, or a person's desire to leave their current job. The population for this study was public safety communicators in the United States. Chapter 2 focuses on identifying the problem and the gap for this study. Additionally, Chapter 2 provides a background of the theoretical foundations for both the study and the instrumentation. The chapter also provides a comprehensive review of the literature surrounding employee turnover intention, emotional dissonance, perceived supervisors' support, as well as a defining section discussing public safety communicators. The methodology and instrumentation of prior research is discussed, and a summary of the chapter provides a recap and overview of the key points. While extensive literature exists on the topic of employee turnover intention, the supporting literature discussing emotional dissonance and perceived supervisors' support as antecedents of employee turnover intention is limited.

The literature was surveyed through multiple sources, including the Grand Canyon University Library System, ProQuest, Google Scholar, Emerald Insight, and the Directory of Open Access Journals. Keywords included in the search were employee turnover, turnover intention, turnover rates, and turnover causes. Additionally, emotional dissonance, emotional burnout, work exhaustion, perceived supervisors support, organizational support, and organizational commitment were also used as search terms. Lastly, job demands, job resources, public safety communicators, 9-1-1 dispatchers, 9-1-1 communications centers, emergency call centers, public safety turnover, and public safety staffing were a part of the search process. Various keywords were altered to

narrow down the search, and reference lists of many articles were examined to identify

authors that focused on the topics consistently. Search alerts were developed in Google

Scholar and the Grand Canyon University Library System for all topics listed.

A search using the Grand Canyon University Library System for the term

turnover intention, peer-reviewed, from 2018-present returned 1,133 results. When sorted

by results in the English language, 582 results were returned. A search for emotional

dissonance returned 65 results while a search for perceived supervisors' support returned

1,119. A search for 911 call taker, 911 dispatcher, 911 communicator, 911 operator,

emergency call taker, emergency dispatcher, emergency operator, and public safety

communicator returned a total of 82 results.

Background. Employee turnover in public safety communication centers has

become a serious issue that is causing not only staffing shortages, but also an experience

deficit in the remaining staff (Marshall, 2019). The issues of staffing shortages and

experience deficits are only a starting point in the need to better understand employee

turnover intentions in public safety communications centers. The historical nature of

research into employee turnover intention has taken many forms and developed from

multiple perspectives. Zito et al. (2018) conducted a quantitative correlational study

investigating employee turnover intentions of 318 call center employees of a private,

customer service communications center in Italy. Using the job demands-resources model

(JD-R) as the theoretical foundation, the authors found that emotional dissonance was a

positive indicator of employee turnover intention. Zito et al. (2018) also found that higher

levels of perceived supervisors' support aligned with a negative impact on employee

turnover intention. The authors suggested that their research be extended to investigate

the same variables in communications centers that were not privately owned or had a different focus. Ikatrinasari, Prayogo, and Ariyanti (2018) completed a quantitative study that investigated what influences were most associated with voluntary employee turnover intention. Ikatrinasari et al. (2018) studied 100 employees of a retail company in East Jakarta using a case study design and determined that lack of organizational commitment had a positive effect on employee turnover intention. Furthermore, Ikatrinasari et al. (2018) suggested that future research should focus on the organizational environment.

A quantitative correlational study conducted by Hague et al. (2019) explored the mediating effect of employee turnover intentions, perceived human resource management, and presenteeism. Hague et al. (2019) studied 200 full-time employees from various Australian companies in multiple industries and found that perceived human resource management had a negative impact on presenteeism and employee turnover intention. Hague et al. (2019) also indicated that employee turnover intention positively influenced presenteeism. Research conducted by Schiable (2018) showed how professional identity impacts burnout in police officers in the Pacific Northwest. Using a quantitative correlational methodology and design, Schiable (2018) concluded that the identity of being a police officer requires emotional dissonance between personal life and work life and suggested that officers should de-emphasize their role when not on duty to lower that dissonance. Schiable (2018) recommended that future research continue to build knowledge on the topics of work identity and emotional dissonance. In this study, the topic of emotional dissonance in public safety communicators is like that of police officers as the requirement to display emotions in contrast to those being felt at work is the same for both identified work groups (Naidoo, 2018). The study by Schiable (2018) is

one of few research studies focused on personnel working in the public safety industry and their well-being. This study takes a similar approach to emotional dissonance using public safety communicators as the population.

Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there was a need to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. Using the gap in research as a starting point, the problem identified for this study was that it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support. The problem developed from the original gap in research by Zito et al. (2018), as the target population in their study was personnel working in a private customer service call center in Italy. The variables used in the study by Zito et al. (2018) were emotional dissonance, perceived supervisors support, job autonomy, job satisfaction, and employee turnover intention. To answer the need to study communications centers that are not customer service-based, the population for this study was public safety communicators, or those personnel working in public safety communications centers in the United States.

Developed from the job demands resource model (Bakker et al., 2004), the job demands-resources theory (JD-R) (Bakker & Demerouti, 2014, 2017) explored the aspects of work and employee burnout using a structured approach. For this study, the job demands-resources model and the job demands-resources theory are used interchangeably. The JD-R proposed that each job comes with a set of demands that can be stressful and potentially lead to employee burnout. To oppose the job demands, the

JD-R also stated that there are resources within the workplace that can help lessen the negative impact of the job demands and act as a motivation tool for employees to improve performance and productivity (Bakker & Demerouti, 2017). The JD-R is flexible enough to examine not only the factors associated with employee burnout but also can lead to examinations of leadership style, levels of employee engagement, and identification of other job resources to help identify balancing factors that can lessen burnout.

The job demands-resources theory (JD-R) has been tested through various studies. Gross et al. (2019) completed a quantitative study examining public service motivation to elucidate employee performance, absenteeism, and presenteeism. Gross et al. (2019) used archival data from a panel study of 413 public employees and concluded that job resources can mitigate the negative effects of job demands. Gross et al. (2019) suggested future research explore other job or relational resources. Through the lens of the JD-R, the demands of the job and resources available to cope with the demands of the job can potentially be identified giving industry leaders' resources to improve the turnover situation and continue to protect their communities in an appropriate manner. In a quantitative study by Potipiroon and Faerman (2020), the researchers used the JD-R to explore how organizational citizenship behaviors impacted emotional exhaustion, and if public service motivation or supervisors' support could act as mediating factors. Potipiroon and Faerman (2020) found that both public service motivation and supervisors' support were strong mediators to organizational citizenship behaviors and that the JD-R had the ability to not only examine work resources but also personal resources and personality traits. With a strong theory in place that is directly associated

with the suggestions for future research from Zito et al. (2018), the gap in the literature is

discussed in detail below to provide more clarification and direction for this study.

Identification of the Gap

Based on the recommendations of Zito et al. (2018), Hom et al. (2017) and Hague

et al. (2019), there was a need to investigate to what extent, if any, Employee Turnover

Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support

in public safety communicators in the United States. The gap in this study derived from

research completed by Zito et al. (2018) in which employee turnover intention was

examined in relationship to job satisfaction, emotional dissonance, and supervisors'

support. Zito et al. (2018) conducted their research in a privately-owned customer service

call center in Italy. Zito et al. (2018) suggested their study be extended to call centers that

were not private due to the inability of their study to generalize results across multiple

industries.

Research into employee turnover intention has spanned numerous industries and

investigated several variables. Such research includes a study by Hom et al. (2017), who

examined employee burnout and work exhaustion and suggested that alternate origins be

studied on the topic. Lin, Tsai, and Mahatma (2017) studied employee turnover intention

using the stress theory developed by Lazarus and Folkman (1984). Lin et al. (2017)

recommended that future research use either newer or less recognized theories as

foundations for investigation. To this end, this study used the job demands-resources

theory (JD-R) (Bakker & Demerouti, 2017) as the theoretical foundation.

Each year there are approximately 2.4 million 9-1-1 calls placed in the United

States (FCC, 2019). American citizens and visitors to the country depend on public safety

communications centers to answer and process emergency calls to protect their lives and

property (Kerr, Ornelas, Lilly, Calhoun, & Meischke, 2019). With approximately 98,500

public safety communicators answering and processing 9-1-1 calls each day, it is

imperative that industry leaders gather evidence that could lead to a more robust

understanding of why qualified and competent communicators are leaving the profession.

The identified gap and problem statement for this study suggest that understanding more

about emotional dissonance, perceived supervisors' support, and how they relate to

employee turnover intention of the target population could help provide data that industry

leaders could use. Little to no research on employee turnover intention exists for public

safety communications centers, but various themes and topics have been examined across

other industries.

Employee turnover intention research in the last five years has focused on several

themes, including work engagement (Vermooten, Boonzaier, & Kidd, 2019; Xiong &

Wen, 2020), leadership style (Li, Zhu, & Park., 2018; Yang et al., 2019), and workplace

stress (Ahn & Chaoyu, 2019; Prasada & Sawitri, 2019). Some of the themes are more

nuanced such as work-life balance (Jaharuddin & Zainol, 2019) or job insecurity

(Urbanaviciute, Lazauskaite-Zabielske, Elst, & Witte, 2018), though they are contributing

factors. The most prevalent theme of employee turnover intention in previous research is

job satisfaction, whether viewed as an independent variable (Keng, Nor, & Ching, 2018;

Liu, Zhu, Wu, & Mao, 2019) or as a mediating factor (Al Sabei et al., 2019; Chen et al.,

2019). While previous research has focused on multiple variables and influences

associated with employee turnover intention, the theories associated with similar research

have yielded multiple potential frameworks. As the JD-R was selected for this study, a

discussion of its inception and use is essential to understand the overall direction of this study.

Theoretical Foundations and/or Conceptual Framework

Developed from the job demands resource model (Bakker et al., 2004), the job demands resources theory (JD-R) (Bakker & Demerouti, 2014, 2017) gives researchers the ability to investigate the aspects of work and employee burnout using a structured approach. For this study, the job demands-resources model and the job demands-resources theory are used interchangeably. The JD-R proposes that each job comes with a set of demands that can be stressful and potentially can lead to employee burnout. To oppose the job demands, the JD-R also states that there are resources within the workplace that can help lessen the negative impact of the job demands and act as a motivational tool for employees to improve performance and productivity (Bakker & Demerouti, 2017). The JD-R is flexible enough to examine not only the influences associated with burnout but also can lead to examinations of leadership style, levels of employee engagement, and identification of other job resources to help identify balancing factors that can lessen burnout.

The question to answer is whether the JD-R is a valid theory that is applicable to this study. In a quantitative correlational study conducted by Kulikowski and Orzechowski (2018), the researchers stated that the JD-R was one of the leading theories to study factors related to job resources and work engagement among employees. Bakker (2018) used the JD-R to show that job resources can be experimental in design, such as the ability of personnel to go beyond job autonomy as a resource and design the job that they want to perform, what Bakker called job crafting. This concept of job crafting has

been popular in the use of the JD-R and proposed that personnel can be responsible for making their job meaningful on an individual level by manipulating the encumbering and challenging job demands (Bruning & Campion, 2018; Harju, Schaufeli, & Hakanen, 2017; Lichtenhaler & Fischbach, 2018). In a quantitative study completed by Potipiroon and Faerman (2020), the researchers used the JD-R to explore how organizational citizenship behavior impacted emotional exhaustion and if public service motivation or supervisors' support could act as mediating factors. Potipiroon and Faerman (2020) found that both public service motivation and supervisors' support were strong mediators to organizational citizenship behaviors and that the JD-R had the ability to not only examine work resources but also personal resources and personality traits.

The JD-R (Bakker & Demerouti, 2014) relates to this study in several ways. First, the gap that was derived from Zito et al. (2018) was based on the suggestion to extend their research to include non-privately owned communications centers. The theoretical foundation used by Zito et al. (2018) was the JD-R. The variable of Emotional Dissonance existed in the original study as a job demand and was used as a continuous-interval predictor variable in this study. The variable of perceived supervisors' support existed in the original study as a job resource and was used as a continuous-interval predictor variable in this study. Lastly, the variable of employee turnover intention existed in the original study and was used as the continuous-interval criterion variable for this study.

Instrumentation theoretical foundations. Three separate instruments were selected for this study. The instrumentation is clarified below, and the theories behind those instruments are described. The emotional dissonance subscale of the emotional

labor scale (Andela & Truchot, 2016; Andela, Truchot, & Borteyrou, 2015) helped

answer Research Questions1 and 2 by determining if the respondents experienced

emotional dissonance in their daily job. The survey of perceived organizational support

(Eisenberger et al., 1986) helped answer Research Question 1 and 3 by determining if the

respondents felt they had support from their supervision. The turnover intention scale 6-

item version (Roodt, 2004) helped answer all 3 research questions by providing the

needed data to determine the level of employee turnover intention that the respondents

exhibited and allowed for cross-referencing that data with the data collected from the

other two instruments.

 Turnover intention scale 6 Item version. The turnover intention scale (Roodt,

2004), 6-item version uses a 5-point Likert Scale ranging from 1 (never, very satisfying,

highly unlikely or always) to 5 (always, totally dissatisfying, highly likely, and never), to

measure an employee's desire to leave a job voluntarily. The TIS was originally

introduced in an unpublished document by Professor Gert Roodt in 2004. The full scale

was published by Jacobs and Roodt (2008) as a 14-item scale and then again by Martin

and Roodt (2008) as a 15- item scale. The authors were focused on increasing the

scientific reliability of turnover intention scales as most scales were between 1 and 3

items, and they suggested that those scales were lacking the necessary substance. The

turnover intention scale (TIS-6) was published and tested for reliability and validity by

Bothma and Roodt (2013). The authors reported a Cronbach's alpha of .81, within the

range of reliability and validity of .70-.95 (Tavakol & Dennick, 2011).

 While never clearly identifying the theoretical foundations of the TIS-6 in

research, both of Roodt's articles were based on the theory of planned behavior (Ajzen,

1991). The theory behind the TIS-6 was further clarified by Dr. Roodt in the letter

granting permission for its use in this study (Appendix D). The theory of planned

behavior suggested that planned behavior is a good predictor of actual behavior, or that

someone will do what they say they will do (Ajzen, 1991). In a qualitative study

concerning the success of entrepreneurs in small and medium-sized businesses, Talebi,

Tanbakouchian, and Amiri (2020) investigated the success indicators within the theory of

planned behavior to determine if actual behavior versus planned behavior could be

predicted by mental capacity or personal attitudes and beliefs. In a quantitative study,

Skoglund et al. (2020) used the theory of planned behavior as the foundation for

examining the factors that lead to pharmaceutical students' intentions to attend lectures.

This study focused on employee turnover intention, and with the strong theoretical

backing of the theory of planned behavior, the TIS-6 was viewed as a valuable and useful

instrument for this topic.

Survey of perceived organizational' support. The survey of perceived

organizational support (Eisenberger et al., 1986) uses eight questions and a 7-point Likert

Scale ranging from 1 (strongly agree) to 7 (strongly disagree) to evaluate an employee's

perception of supervisors' support. This survey is based on a full version of 36 items, and

a pre-cursor shortened version of 16 items. Eisenberger and his co-authors did not clearly

identify the theory that the survey was based on, suggesting only that the emotion-based

theories of organizational support should be combined into a social-based theory of

organizational support (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Eisenberger et al.,

1986).

The reliability of the survey of perceived organizational support was tested by Eder and Eisenberger (2008) and was shown to be reliable with a Cronbach's alpha score of .83, within the range of reliability and validity of .70-.95 (Tavakol & Dennick, 2011). Confusion may exist as to the naming convention of the survey. The original survey was named the survey of perceived organizational support and was 36 items. The shortened versions, both the 16 and 6 items scales, have used the terms organizational and supervisors' interchangeably depending on the variable that is being studied.

Emotional dissonance subscale of the emotional labor scale. The emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015) uses four questions and a 5-point Likert Scale ranging from 1 (strongly agree) to 5 (strongly disagree) to evaluate an employees' emotional dissonance. The theory behind the emotional dissonance subscale of the emotional labor scale is the emotion regulation theory (Gross, 1998). The emotion regulation theory (Gross, 1998), suggested that there are five points of regulation of emotions

1. Selection of the situation
2. Modification of the situation
3. Deployment of attention
4. Change of cognitions
5. Modulation of responses

The emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015), drew considerably on the emotion regulation theory. Andela and Truchot (2016) noted that they desired to create a scale that was easy to understand, did not provide dramatic or performance type choices, yet delivered a result that was consistent and reliable. As each scale listed in this section has been shown useful, a

determination should be made as to the validity of and reliability of each to affirm the appropriateness for use in this study. Validity and reliability are each explored in Chapter 3.

Review of the Literature

       The role of the literature review was to identify past research on employee turnover intention, emotional dissonance, and perceived supervisors' support in a comprehensive manner. The literature review begins with an overview of the impact of employee turnover on organizations, and then a discussion of the work environment to develop an understanding of the job requirements, stressors, and nature of the responsibilities that are present in public safety communications centers. An in-depth history of the target population follows, highlighting the history of employee turnover rates in public safety communications center. Next, the topic of employee turnover intention is discussed along with an analysis of the theoretical foundations and instrumentation that have been used to study employee turnover intention. The variables of Emotional Dissonance and Perceived Supervisors' Support are reviewed, and a comprehensive discussion of the theories used in past research follows. Lastly, methodologies and instrumentation used in prior research are discussed for each predictor and criterion variable and compared to this study to strengthen the justification for the methodology and instrumentation chosen.

       Research questions and hypotheses. The research questions and hypotheses for this study were developed from the job demands resources theory (Bakker & Demerouti, 2014).

RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors'

Support predict Employee Turnover Intention?

H1$_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly

predict Employee Turnover Intention.

H1a. Emotional Dissonance and Perceived Supervisors' Support significantly predict

Employee Turnover Intention.

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant?

H2$_0$. Emotional Dissonance does not significantly predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant.

H2a. Emotional Dissonance significantly predicts Employee Turnover Intention while

holding Perceived Supervisors' Support constant.

RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee

Turnover Intention while holding Emotional Dissonance constant?

H3$_0$. Perceived Supervisors' Support does not significantly predict Employee

Turnover Intention while holding Emotional Dissonance constant.

H3a. Perceived Supervisors' Support significantly predicts Employee Turnover

Intention while holding Emotional Dissonance constant.

Employee turnover. To understand employee turnover intentions of public

safety communicators, it is critical to examine employee turnover in general and how

employee turnover impacts organizations. For this study, employee turnover will be

examined as a voluntary process. Voluntary employee turnover is defined as the exit of

personnel from the organization voluntarily (Adesubomi, 2018; Hassan & Shafiq, 2019).

When recruiting potential employee, organizations use multiple instruments to assist in selection process, such as standardized tests, interviews, and machine learning for data analytics, which can automate the process of reviewing resumes for potential issues (Sajjadiani, Sojourner, Kammeyer-Mueller, & Mykerezi, 2019). Much of the candidate selection process is focused on identifying candidates that meet the needs of the organization's job requirements as well as those who are a good cultural fit. The candidate selection process has a significant impact on potential employee turnover. When organizations select candidates for an open position, they are seeking to select the most appropriate candidates that are likely to be committed to the job for a sustained period (Sajjadiani et al., 2019). When the candidate selection process is not vigorous, employee turnover may occur and in turn, weaken the organization in the long term (Sajjadiani et al., 2019). According to De Winne et al. (2019), employee turnover can also have a substantial impact on the productivity of remaining employees, as frequent fluctuations in the workforce make it problematic to develop work groups that are cohesive and perform well together.

In a longitudinal study investigating how employee benefits impact actual organizational employee turnover, Renaud, Morin, and Bechard (2017) found that organizations offering traditional employee benefits such as insurance and vacation time were successful in lowering voluntary employee turnover. Renaud et al. (2017) also found that organizations offering perquisites such as flexible work hours or increased job autonomy had equal or increased success. Job benefits may be one factor in an employee's decision to leave, but Needham and College (2019) indicated that a supervisors' leadership style may have more influence. Key factors that were identified

by Needham and College (2019) for employee retention were the ability of leadership to empower employees to do their job, and their ability to create an optimistic work atmosphere that could foster genuine and productive workplace relationships. This study was focused on the work environment of public safety communicators and was sought to address the high turnover rates associated with the public safety communications industry. Based on the recommendations of Zito et al. (2018), there was a need to study if, and to what extent, a relationship exists between Emotional Dissonance, Perceived Supervisors' Support, and Employee Turnover Intention in public safety communicators in the United States. Archival data were not readily available to study actual employee turnover in public safety communications centers, so the focus on employee turnover intentions was the best alternative available as a research topic. To further the understanding of employee turnover in public safety communications centers, an overview of the history of employee turnover in the industry was appropriate and necessary.

   History of employee turnover in public safety communications. Employee turnover as a research topic has had a long history. Douglas (1918) reported data gathered from the U.S. Board of Labor Statistics that identified a shift in employment conditions that faced the country at the time, specifically affecting men who had to relocate to other geographic locations to procure gainful employment. Douglas (1918) specified that the cost of employee turnover within various industries had not been sufficiently researched either scientifically or by government organizations. Emmet (1918) reported preliminary results of a quantitative government run study that focused on determining the reasons employee turnover in manufacturing plants had increased between 1916 and 1917.

Emmet (1918) determined that the wartime employment situation in the United States hindered manufacturing plants across the country. Emmet (1918) also found that employee turnover spiked to 97% in 1917, ending the year with an average turnover rate of 67.4%.

Discussions regarding employee turnover in the 1920s started with multiple experts in the field of employment and labor attempting to find common ground on how to compute actual employee turnover and job mobility (Bezonson, Chalufour, Willits, & White, 1922; Douglas, 1920; Slichter, 1920). Research in the 1920s continued to advance and involved a wide range of topics including employee social status (Bills, 1925), and improving employee retention by enhancing employee training programs (Benge & Miller, 1927). Throughout the early part of the twentieth century, the topics remained consistent in terms of research about employee turnover. Beginning in the late 1970s the focus began to shift to individual employee antecedents of employee turnover and organizational improvements to increase employee retention.

Employee turnover and employee turnover intention research became a focused research topic by researchers such as Martin (1979), who completed a quantitative correlational study to create a contextual model of employee turnover intentions based on job satisfaction, family life, and available advancement opportunities that employees may have within an organization. Waters and Roach (1979) conducted a quantitative correlational study that examined employee turnover in the context of predicting actual employee turnover by investigating employee behaviors, the employees stated intentions, and their level of job satisfaction. Job satisfaction continued to be an emphasis of employee turnover research into the 1980s, taking on individual concerns such as how

pay scales affected job satisfaction and employee turnover (Weiner, 1980). Weiner

(1980) studied employee turnover and job satisfaction in a quantitative study that used

multiple theoretical models to gauge antecedents of employee turnover, finding that pay

scales, or the employee's perception of the pay scale was a statistically significant

motivator for employee turnover. In the 1980s, public safety communications centers

were just becoming a part of the public safety landscape, thus research specifically into

public safety communications center employee turnover did not occur until much later.

The Association of Public Safety Communications Officials (APCO) began

tracking employee turnover in 2005 with data provided directly from Public Safety

Answering Points (APCO, 2005). At that time, the employee turnover rate was 16%.

APCO (2005) reported a combination of factors that influenced employee turnover in

public safety communications centers including stress, long work hours, lack of

organizational and supervisor support, and low wages compared to similar jobs in the

private sector. By the time the updated APCO Retains Project (APCO, 2009) was

published, the employee turnover rate in public safety communications centers had risen

to 19% annually, an increase of 3 % in four years. Due to the ever-changing landscape of

the public safety communications center industry, with advancing technology, increased

demands for services, and strained local and municipal budgets, APCO (2009) predicted

that employee turnover rates in public safety communications centers would continue to

rise. The predication came to fruition as the most recent study conducted by APCO

(2018) reported that the employee turnover rate in public safety communications centers

had risen to a dangerous level of 29.5%. APCO (2018) called the staffing shortage a

public safety crisis and encouraged industry leaders to place an immediate focus on the

issue to help protect the lives and property of the communities that were being served.

With high employee turnover rates associated with the job of public safety

communicator, identifying the origins of voluntary, non-retirement, employee turnover is

critical to preserving a productive and effective workforce (Hom et al., 2017). One

consistently emerging research topic involving employee turnover is job burnout,

commonly referred to as emotional exhaustion. Abate, Schaefer, and Pavone (2018)

conducted a quantitative study on employee turnover, which indicated that job burnout or

emotional exhaustion was a direct antecedent of voluntary employee turnover. Public

safety communicators are increasingly susceptible to job burnout and emotional

exhaustion due to the constant exposure to stress, increased mandatory overtime, working

with lower staffing levels, and repeated exposure to unresolved human trauma (Boland et

al., 2018). Job burnout and emotional exhaustion can present differently for each person.

Some withdraw from the social aspects of the job, while others may stop all engagement

by not involving themselves in work-based discussions or providing feedback from

requests for input (Knoll, Hall, & Weigelt, 2018).

The phenomenon of job burnout is not unique to public safety communications

centers. Call center employees in customer service industries deal with job burnout and

emotional exhaustion as well, resulting from the routine exposure to negative reactions of

customers, and stringent standards of service that their employers require (Ceblano,

Ofalia, & Quinto, 2019; Zito et al., 2018). The difference between public safety

communications centers and those dealing with customer service issues is that the

personnel in public safety communications centers are fielding calls and working

incidents that could impact the health, well-being, and safety of the caller or someone

close to caller. To better understand employee turnover and employee turnover intentions

of public safety communicators, it can be helpful to recognize the parameters of the job

being performed, and specific stressors the population for this study deals with daily.

   Public safety communications centers. Public safety communications centers in

the United States are responsible for certain actions within the public safety process

which helps protect the lives and property of the communities that they serve. Public

safety communications centers can act as independent agencies, answering calls and

dispatching for specific law enforcement, fire, or emergency medical services agency, or

they can be responsible for an entire jurisdiction incorporating call answering and

dispatching for multiple agencies. One challenge in defining public safety

communications centers is the overall lack of research into the industry. A query to

multiple databases returned no results that discussed public safety communications

centers in general or in detail. Without academic research to identify the framework by

which many public safety communications centers operate, this study will use the

following descriptions.

1. Law enforcement communications center – primarily dedicated to the dispatch and monitoring of law enforcement personnel. These communications centers may answer 9-1-1 calls and transfer to other agencies as necessary. These communications centers could be for sheriff's departments, police department, highway patrol, military police, airport, or other designated law enforcement location.

2. Fire department communications center – Primarily dedicated to the dispatch and monitoring of fire department personnel and at times, emergency medical personnel. These communications centers may answer 9-1-1 calls and transfer to other agencies as necessary.

3. Emergency medical services communications center – Primarily dedicated to the dispatch and monitoring of emergency medical services personnel. These

communications centers may answer 9-1-1 calls and transfer to other agencies as necessary.

4. Hybrid communications center – Responsible for a variety of dispatch services that may include any combination of the above-listed communications centers. These communications centers may answer 9-1-1 calls and transfer to other agencies as necessary.

5. Consolidated communications center – Responsible for all 9-1-1 call-taking and dispatching services within a specific jurisdiction or a regional service agreed upon by multiple governing bodies.

6. 9-1-1 public safety answering point (PSAP) – Primarily responsible for the answering and processing of 9-1-1 emergency calls for service. These communications centers may be a call-answering only location or include dispatch services.

   a. Primary PSAP – The main PSAP dedicated to answering 9-1-1 calls

   b. Secondary PSAP – A PSAP designated as a point of secondary 9-1-1 call answering in the event the Primary PSAP is overloaded or this PSAP could be dedicated to a specific type of phone lines, such as a land line or wireless call.

The day-to-day operations of a public safety communications center are generally governed by the locality with legislative authority. The governing bodies could be a local city council, county government, or a regional group composed of multiple governments. The various jobs that occur within public safety communications centers are generally transferable among other centers of similar size, but their priorities may differ. For this study, it is generally accepted that personnel working in public safety communications centers in the United States are performing similar roles.

Public safety communicators. Public safety communicators work in challenging environments that require them to make decisions about life-threatening emergencies quickly and accurately (Golding et al., 2017; Leonardsen et al., 2019). The job of public safety communicator requires the precise gathering of information and conveyance of lifesaving or life safety instructions until law enforcement, fire department, or medical

services personnel arrive on the scene (Erbay, Can, & Turkan, 2018). As part of the life survival chain, communicators may not respond to incidents physically, but they are the first person dealing with the emergency and are widely considered the first, first responder (Farzinnia, Khankeh, Khorasani-Zavareh, Amiri, & Ardalan, 2018). Even without face-to-face interaction with the people needing help, public safety communicators are not invulnerable to the effects of recurrent, unresolved human trauma. Additionally, the stress associated with triaging emergency calls over the phone does not dissipate quickly. To better understand the nature of the public safety communicator job, it is advantageous to distinguish the basic job functions.

1. Call taker – A person who answers 9-1-1 emergency calls for service using advanced telephony and caller locations systems.

2. Dispatcher – A person who dispatches a 9-1-1 call for immediate response by law enforcement personnel, firefighters, or emergency medical personnel using advanced radio systems and response protocols identified by their agencies.

3. TAC personnel – A person who monitors a specific, or multiple talk-around-channels on an advanced radio system to document and respond to transmissions from law enforcement personnel, firefighters, or emergency medical personnel.

While the positions within a public safety communications center may differ in naming convention or responsibilities, the fundamentals of the above-listed definitions apply across the industry. Numerous other responsibilities may be placed on the public safety communicator as identified by local regulation, agency protocol, or needs of the governing organization. Those additional responsibilities may include:

1. Monitoring alarm control systems for fire alarms, intrusion alarms, panic alarms, or emergency medical alarms.

2. Monitoring and assisting correctional officers as needed in a jail-based environment.

3. Monitoring and responding to multiple radio channels for mutual aid response or assistance.

4. Providing access control to certain buildings or properties as designated by the local authority or agency.

5. Monitoring and documenting activities of non-emergency responders such as fire inspectors and sprinkler technicians.

6. Working as dispatchers and call-takers for special events within the jurisdiction as identified by the agency.

7. Working as a tactical dispatcher from a remote or mobile command center for high-impact low occurrence incidents.

8. Traveling to and working in communications centers in other jurisdictions to assist in disaster efforts such as hurricanes or widespread forest fires.

As with other first responders such as firefighters and law enforcement personnel, the high-stress atmosphere in which public safety communicators operate can take its toll both mentally and physically (Bedini et al., 2017; Golding et al., 2017; Smith, Holmes, & Burkle, 2019). In some cases, when public safety communicators are repeatedly exposed to human trauma-related incidents over the phone, the result is a range of debilitating effects including obesity, anxiety, depression, high levels of stress, and post-traumatic stress disorder (Carleton, Krakauer, et al., 2019; Klimley, et al., 2018). Carleton, Krakauer et al. (2019) stated that 88% of communicators who are exposed to human trauma incidents over the phone between one and five times in their career show signs of emotional or mental health disorders. Defining the length of a career for public safety communicators is difficult. According to Meischke et al. (2015) a range of 5-20 years of service would encompass 60% of communicators. Seemingly, the odds of suffering from high levels of human related trauma in the public safety communications job is high.

In the literature review of their quantitative study, Ramey, Perkhounkova, Hein, Chung, and Anderson (2016) indicated that at least 17% of public safety communicators

suffered from amplified psychological stress, and more notably, 31% suffered from post-traumatic stress disorder. The same study by Ramey et al. (2016) stated that 8% of front-line law enforcement personnel suffered from post-traumatic stress disorder. Ramey et al. (2016) attributed the much higher prevalence of post-traumatic stress disorder in public safety communicators to the repeated exposure to human trauma over the phone with no pathway for obtaining a resolution whereby some first responders may obtain that resolution. Though very prevalent, the demands of the job are not the only factors that contribute to employee turnover or employee turnover intentions. It is also important to consider the environmental and physical environments of the workplace to better appreciate how employee turnover can develop in the population of interest.

The work environment of public safety communicators varies by jurisdiction and agency, but for this study, the differences are insignificant. Hall, Davies, and Koehoorn (2018) conducted a quantitative correlational study discussing employees working overnight shifts in what is commonly referred to as shift work. Hall et al. (2018) found that employees working overnights with consistent exposure to artificial light had noteworthy negative physical, psychological, and physiological impairments including sleep-related issues and respiratory problems. Public safety communicators work primarily in low and artificial light conditions, especially during overnight hours, mainly due to the number of computers that are being monitored at one time. A quantitative correlational study conducted by Carleton et al. (2018) found that public safety personnel such as communicators, firefighters, law enforcement personnel, and emergency medical technicians who work principally in a seated position combined with continued exposure to high levels of stress may experience undesirable effects such as chronic body pain,

social anxiety, or depression, which can lead to decreased job satisfaction and lower quality of life (Carleton et al., 2018). Even with the negative effects associated with the job, tens of thousands of public safety communicators report to work each day with one goal; protecting the lives and properties in their communities (Miller et al., 2017).

In addition to the physical and mental effects that public safety communicators experience due to repeated exposure to human trauma, high levels of stress, and less than perfect work environment, public safety communicators are required to have specific skills and knowledge to perform their job. One such skill required for the job of public safety communicator is the capability to envisage the emergency scene rapidly and properly to determine which resources are needed for response (Linderoth, Moller, Folke, Lippert, & Ostergaard, 2019). On medical calls, the public safety communicator must triage the emergency over the phone to determine if the patient is awake and breathing and to classify the exact nature of the medical emergency (Riou, Ball, Williams, Whiteside, & Cameron et al., 2018; Riou, Ball, Williams, Whiteside, & O'Halloran et al., 2017). The ability to properly triage a medical call is a skill that takes training in medical terminology, levels of consciousness, and proper call handling techniques such as repetitive persistence and active calming techniques.

Law enforcement and fire department calls require the public safety communicator to swiftly evaluate the type of emergency and determine if the emergency scene is safe for first responders. The attention to detail essential to perform the job highlights the requirement for public safety communicators to monitor multiple tasks and appropriately identify and react to incoming information from both callers and first responders such as law enforcement personnel, firefighters, and emergency medical

technicians. The public safety communicator constantly makes choices that require

clarity of thought and attention to detail, such as selecting the most appropriate unit for a

response. The goal of public safety communicators is to send the most appropriate unit

that can arrive at an emergency scene in the shortest amount of time (Venet et al., 2018).

Having a robust skill set is a requirement of the job that is cultivated both by the

individual employee and the organization, but other factors, such as the pay scale an

employee follows, are in the hands of the organization and the leaders of the governing

body.

As noted by the APCO (2009), some public safety communicators are not paid as

well as their private-sector counterparts. The pay scale of public safety communicators is

notable because they are expected to learn new skills with the implementation of new

technologies, leading to more stress and less job engagement. Additionally, public safety

communicators deal with life and death emergencies while their private sector

counterparts are generally devoted to customer service or technical support issues. While

leaders within the public safety communications industry agree that the public safety

communicator is a vital resource within the public safety industry, they are constrained

by the governmental budgets that are subject to the political realities of the communities

in which they operate (Jia et al., 2017).

The combination of the negative aspects of the job, high-stress levels, and lower

than average pay scales can be contributory factors of high employee turnover within the

public safety communications industry. As a result of high employee turnover, agencies

experience increased training costs, difficulty in filling open shifts, mandatory overtime,

and loss of highly skilled employees with long-term knowledge and experience (Shin &

Jeung, 2019). Future expansion of services related to 9-1-1 emergency calls such as text to 9-1-1 and video to 9-1-1 will undoubtedly increase the stress levels experienced by public safety communicators. The rapid advancement of technology in public safety communications centers may add to the already problematic rates of employee turnover in the industry (Neustaedter, McGee, & Dash, 2019). To fully understand the impact that employee turnover and employee turnover intention have on the public safety communications industry, it is helpful to understand the dynamics of employee turnover intention and what the current research has shown to be the most influential factors.

      Employee turnover intention. Employee turnover intention, or the intent to voluntarily leave a job but not currently at the point to decide to leave the job (Kadek & Sri, 2019; Shafique, Kalyar, & Ahmad, 2018) has been shown to be one of the most accurate predictors of actual employee turnover in numerous industries (Boudlaie, Nik, & Kenarroodi, 2020; Naidoo, 2018; Yang et al., 2019). Research into employee turnover intention has covered many topics. Turkoglu and Dalgic (2019) completed a quantitative study that investigated the variables of ruminative thought and ostracism on the job. Turkoglu and Dalgic (2019) found that personnel who felt ostracized or had a ruminative thought process developed turnover intentions at a higher rate than their co-workers. Priyowidodo, Wibowo, and Hamidah (2019) conducted a quantitative study that considered the roles of leadership style, organizational culture, and job stress and the impact they may have on employee turnover intention. Priyowidodo et al. (2019) found that a positive organizational structure and supportive leadership style lessened employee turnover intentions while job stress caused an increase.

Leadership style has developed into a popular topic in employee turnover intentions research. Hiton, Rahmat, Rhian, and Semerdanta (2019) completed a quantitative study that examined the effects of charismatic leadership style on employee turnover intention. Hiton et al. (2019) found that a charismatic leadership style improved job satisfaction, but in contrast to most of the research, they indicated that higher job satisfaction did not lower employee turnover intentions. Sokmen (2019) conducted a quantitative study that examined the role of transformational leadership, organizational citizenship behaviors, and job satisfaction on employee turnover intentions. Sokmen (2019) found that transformational leadership characteristics had a positive impact on job satisfaction and organizational citizenship behaviors and that employees' turnover intentions decreased significantly. The wide range of research into employee turnover intention shows multiple antecedents at work.

Employee turnover intention develops from a variety of factors, but one motivating force for some employees is how their job impacts their home or family life (Li, Li, Wang, Wang, & Newton, 2019). Conflict with family obligations has been shown to have a direct influence on the decision to pursue alternative employment (Li, Li, Wang, Wang, & Newton, 2019). The conflict between family commitments and work requirements increases the pressure an employee may be under, and the employee may decide to seek alternative work options to ease that conflict (Kadek & Sri, 2019). The family conflicts that an employee may experience because of job requirements may also lead to increased stress (Kadek & Sri, 2019), and in turn, that stress may increase an employee's turnover intention (Zhang & Li, 2020). With the identification of stress as

another precursor to some employees' turnover intentions, it is important to discuss stress as a standalone factor and as a symptom of other antecedents.

Workplace stress. Workplace stress is among the most researched topics associated with employee turnover intention and has been shown by multiple researchers as a strong antecedent (Tetteh et al., 2020; Wen, Zhou, Hu, & Zhang, 2020). Zhang and Li (2020) conducted a quantitative study in which they found that stress can be mitigated by increased job autonomy or job crafting. Additionally, Back, Hyun, Jeung, and Chang (2020) found that a strong show of support from the organization or immediate supervisors also decreased workplace stress. Ababneh (2020) conducted a quantitative study that found that in relation to supervisors' support, stress develops from an employees' perceptions of not having personal and professional expectations met by their supervision or organization. Additionally, Ababneh (2020) found high levels of supervisors' support was an important mitigating aspect that can lead to lower voluntary turnover intentions. Workplace stress can be caused by multiple factors but can also be a cause of other antecedents of employee turnover intentions.

Workplace stress can be a precursor to other causes of employee turnover intentions such as job burnout, or as referred to previously, emotional exhaustion (Dwinijanti, Adhikara, & Kusumapradja, 2020; Wang et al., 2020). Job burnout, as defined by Bakker et al. (2004), and Barthauer, Kaucher, Spurk, and Kauffeld (2020), is the prolonged sense of exhaustion accompanied by a detectable detachment from the job being performed. As a variable in a quantitative study by Mahoney, Lea, Schumann, and Jillison (2020) job burnout was investigated in conjunction with job satisfaction. Mahoney et al. (2020) indicated that the negative effects of job burnout could be

mitigated by an increase in overall job satisfaction. It is important to know that workplace stress is not the only cause of employee burnout, as multiple researchers have shown work overload to be a central factor as well (Cho et al., 2019; Mullen, Malone, Denney, & Dietz, 2018). According to Kubayi (2018), work overload includes those situations when the expectations of the job are higher than the available resources to meet those expectations. As workplace stress is a broad factor, workplace stress can develop from work overload leading to voluntary turnover intentions. Workplace stress and work overload are two areas that have a notable impact on the current research, but multiple variables are involved, and at times act in a cyclical manner with each other.

Job satisfaction. Job satisfaction for employees has been front and center as a cause of or mediator for employee turnover intention (Dwiyanti, Hamzah, & Abas, 2019; Li, & Zhu et al., 2018; Zito et al., 2018). A quantitative study conducted Azis, Prasetio, and Utomo (2019) found that satisfaction with the job can mediate the role of low organizational commitment to the extent that employee turnover intentions can be lessened or blocked from developing. In contrast, Hiton et al. (2019) conducted a quantitative study that investigated charismatic leadership, job satisfaction, and organizational citizenship behaviors in Jakarta. Azis et al. (2019) found that personnel working with charismatic leaders had higher job satisfaction but also had higher employee turnover intentions. The researchers suggested that their study may have been flawed due to the broad scope of charismatic leadership and that they did not address all characteristics appropriately.

Job satisfaction has been exposed as having a direct negative impact on employee turnover intentions and as a mediator for other influences, such as emotional intelligence

(Feyerabend, Herd, & Choi, 2018). Feyerabend et al. 2018 conducted a quantitative study in which the authors found high levels of emotional intelligence could improve job satisfaction and, in turn, lower employee turnover intentions. Most research did not unveil guidelines to improve job satisfaction to lower employee turnover intentions, but Raza and Nadeem (2018) completed a quantitative study that indicated that performance-related rewards and involving employees in the decision-making process could potentially improve job satisfaction. Keng et al. (2018) supported the previous finding in a quantitative study of job satisfaction and turnover intention in quantity surveyors. Keng et al. (2018) found that job satisfaction, while impacted by many factors, was aligned to an organization's ability to reward high performance and the level of compensation that the employee received for the work completed. Job satisfaction is not only related to internal factors, but also to organizational considerations

Job satisfaction can be impacted not only by internal and external factors but also by the design and structure of the organization. Shu, Gong, Xiong, and Hu (2018) conducted a quantitative study on turnover intentions in family-owned businesses in China. Shu et al. (2018) found that employees with family ties to an organization had lower voluntary turnover intentions regardless of their level of job satisfaction. Shu et al. (2018) indicated that the family tie is a stronger bond for employees than organizational commitment, but if organizations could create "family-like" social connections, leaders could potentially improve job satisfaction and lower employee turnover intentions at the same time. In some research, job satisfaction was viewed as a mediating factor for other variables. For instance, Jovita (2019) conducted a quantitative correlational study that focused on the primary variable of organizational climate and its impact on the turnover

intention with job satisfaction as a potential mediator. Jovita (2019) found a strong, positive organizational climate had a negative impact on turnover intention and that high levels of job satisfaction could significantly mediate employee turnover intentions in those organizations whereby the organizational climate may be less positive. As a factor in employee turnover intentions, job satisfaction cannot be overlooked but the topic of perceived organizational support is also high on the list of popular research variables.

Perceived organizational support. Perceived organizational support is defined as the perception of employees that the organization is concerned with the individual employee's well-being as well as performance (Bramastyo & Syarifah, 2020). Perceived organizational support has shown to be a persistent variable for employee turnover intention research in numerous industries (Azis et al., 2019; Singh, Zhang, Wan, & Fouad, 2018). Affum-Osei, Asante, Forkouh, and Abdul-Nasiru (2020) conducted a quantitative study that found that perceived organizational support was an important factor for employees that exhibited high levels of performance. The question is: Does perceived organizational support lower employee turnover intentions? According to Azis et al. (2019), who conducted a quantitative study of perceived organizational support and the mitigating factor of job satisfaction, perceived organizational support had only a minimal effect on employee turnover intention. Additionally, a quantitative study conducted by Kim, Lee, and Shin (2019) rejected the notion that perceived organizational support could mediate employee turnover intention, finding that everyone processed organizational actions differently due to the different needs among individuals. Herachwati, Sulistiawan, Alfirdaus, and Gonzales (2018) completed a quantitative study,

which found that perceived organizational support, while a mediator in many ways to antecedents of employee turnover, was not shown to be statistically significant.

As a product of work experience and personal goals, employee turnover intention can form from the perception that personal ambition and expectations cannot be met by the current place of employment (Aburumman, Salleh, Omar, & Abadi, 2019). According to Liu, Gyabeng, Sewu, Nkrumah, and Dartey (2019), who completed a quantitative study, the perception of the employee could be that the organization has failed to develop the employee, provide the resources to perform the job appropriately, or display concern for employee well-being. Similarly, psychological contract theory (Rousseau, 1989) has been used to explain employee turnover intention based on a perceived or inferred contract of expectations between the employee and the organization. Psychological contract theory (Rousseau, 1989) proposed that employees and organizations form a psychological contract and when the terms of that contract are altered, the motivations and work products of the employee could change accordingly. The psychological contract theory was used by Moquin, Riemenschneider, and Wakefield (2019) in a quantitative study to identify perceived supervisors' support, emotional dissonance, and work exhaustion as antecedents to employee turnover intentions of information technology employees.

Why is the discussion of the psychological contract theory relevant to this study? Moquin et al. (2019) conducted a quantitative study in which they found that employees who feel they have a strong psychological contract with the organization are more likely to remain with the organization. Celik (2018) conducted a quantitative study, which indicated some firms have taken steps to build employees' psychological capital, such as

positive reinforcement and a focus on employees' strengths instead of weaknesses. Celik (2018) found that building an employee's psychological capital can build positive emotions, improve the employee's personality, and decrease employee turnover intentions. Bravo, Won, and Chiu (2019) conducted a quantitative study on the psychological contract between employees and organizations and found that improving communication in an organization could reinforce the perceived psychological contract and improve employee retention. One thing is clear, organizations have a large role in employee retention, whether through direct support from supervision or meeting employee perceived expectations.

Perceived organizational support has shown to be a strong mediator for employee turnover intention among members of Generation Y, or those employees born in the 1980s or 1990s (Putri, Sjabadhyni, & Mustika, 2018). Zhu, Cai, Buchtel, and Guan (2019) completed a quantitative study and found that perceived organizational support is the foundation for individual employees to design their career direction, thus improving job satisfaction and lowering employee turnover intentions. DeConnick, Moss, and DeConnick (2018) conducted a quantitative study in which they proposed a model to measure servant leadership, as they found that characteristics of servant leadership could increase the perception of organizational support and lower employee turnover intentions. The organization has a role in not only supporting the individual, but also the relationships that develop and the culture that exists.

Interpersonal connections and organizational culture. Greenham, Harris, Hollett, and Harris (2019) conducted a quantitative study in which they found that employee turnover intention could be related to the interpersonal connections that

employees develop with their colleagues. The relationships that are strong and well-developed between personnel working in the same work group showed to negatively impact employee turnover intentions, as it helped the employee develop an identity within the organization. The interpersonal connections speak widely to what could be called the organizational culture. Prasada and Sawitri (2019) conducted a quantitative study in which they found that organizational culture had a direct impact on employee turnover intentions. Interpersonal connections also have wide implications on teamwork within an organization and, as shown in a quantitative study by Zaheer et al. (2019), the perception of strong teamwork can lead to lower employee turnover intentions and help sustain the staffing necessary to meet the organizational goals. When teamwork is challenged by interpersonal struggles and inappropriate or unnecessary conflict, employee turnover intentions can increase significantly (Manzoor, Manzoor, & Khan, 2020). To overcome interpersonal struggles, an environment that fosters strong interpersonal connections between employees has been shown to reduce stress, lower employee turnover intentions, and be a mediator for low supervisory support or politically charged organizational situations (De Clercq, Azeem, Haq, & Bouckenooghe, 2020). The close work environment experienced by public safety communicators could enhance the need for strong interpersonal connections and relationships as a mediator for employee turnover intention. Employee turnover intention is a criterion variable in this study. To expand on the topic of employee turnover intention, the predictor variables of this study must be deliberated, beginning with Emotional Dissonance.

Emotional dissonance. Emotional dissonance, or the on-the-job requirement to display emotions that may be different from those that are felt (Fiabane et al., 2019), is a

central predictor variable in this study. A mixed-method, experimental study conducted

by Park, Hyun, and Jhang (2019) found that the requirement to display an emotion that is

not being felt is a type of acting that can negatively affect the individual. Park et al.

(2019) also found that individuals who exhibited signs of emotional dissonance are less

likely willing to help others in need. The finding by Park et al. (2019) is concerning for

those working in public safety communications centers, as the entire premise of the job is

helping those in need of emergency assistance (Lilly et al., 2019).

In public safety communications centers, the job necessitates a professional

demeanor, high attention to detail, and consistent situational awareness due to the

complexity of the job (Leonardsen et al., 2019). Emotional dissonance is a real concern

for the long-term health effects of employees who are consistently displaying unfelt

emotions (Taxer & Frenzel, 2017). Emotional dissonance has been identified not only as

a stressor but also as a precursor to employee absenteeism due to physical or

psychological stress-related illnesses (Indregard, Knardahl, & Nielsen, 2018; Taxer &

Frenzel, 2017). A qualitative study conducted by Pelt, Barbier, and Fointiat (2018) found

that emotional dissonance could lead to an exaggeration of the displayed, required

emotion, causing negative impacts to not only well-being but also to performance and

productivity. The findings by Pelt et al. (2018) offer an opening to discuss the

components of emotional dissonance as identified in the research.

As a factor of employee well-being, emotional dissonance is multifaceted, and

according to Taxer and Frenzel (2017), has three components that may affect personnel in

different ways:

1. Felt inauthenticity, or the feeling of being less than authentic when displaying
   emotions that do not match those being felt.

2. Suppressed negative emotions, or the process of displaying positive emotions while experiencing those that are negative, prolonging or extending the life cycle of the negative emotion.

3. Ego depletion, or the lessening of self-control or self-regulation due to the constant pressures and effort needed to express emotions different than those felt.

In public safety communications centers, self-control and professionalism are not only job requirements but necessary to provide the professional level of service expected by the community at large. To further highlight the importance of communicators remaining professional, Hosseini, Maleki, Gorji, Khorasani-Zavareh, and Roudbari (2018) conducted a qualitative study in which they identified self-control and self-discipline as a pathway by which communicators can make better job-based decisions and provide pre-arrival instructions to callers consistently. This level of self-control is a form of emotional dissonance, and as such has been viewed as a mental stressor that can lead to long-term physical and psychological conditions such as chronic pain (Carleton et al., 2018) and in some cases, post-traumatic stress disorders (Klimley et al., 2018).

Not all researchers have found negative implications of emotional dissonance. For instance, Alrawadieh, Cetin, Dincer, and Dincer (2020) conducted a quantitative study focused on workers in the tourism industry. In their study, Alrawadieh et al. (2020) stated that most workers in the tourism industry were required to remain positive and display emotions that were consistent with creating an environment of fun, regardless of how the individual felt. Alrawadieh et al. (2020) found no substantial harmful impacts to workers concerning the emotional dissonance that they experienced (Alrawadieh et al., 2020). While the findings are notable, they are contradictory to most of the current research.

As noted earlier, the negative effects of emotional dissonance can present both as mental or emotional stress and physical stress or illness. Elfering, Hafliger, Celik, and

Grebner (2018) conducted a quantitative study on the effects of emotional dissonance on home health workers. Elfering et al. (2018) found that high levels of dissonance were a reasonable and consistent predictor of physical ailments in the sample, specifically lower back pain and the intensity or duration of the pain. Physical ailments are not just physiological in nature; some are related to injuries on the job. Zadow, Dollard, Mclinton, Lawrence, and Tuckey (2017) conducted a quantitative study that found that personnel who suffered emotional dissonance and in turn lost focus on the job were more likely than their counterparts to suffer on-the-job injuries. Emotional dissonance is not one specific internal or external action or reaction but can be a combination of factors. The three main components of emotional dissonance identified by Taxer and Frenzel (2017) which were noted earlier are explored more in-depth below.

Felt inauthenticity. Felt inauthenticity is defined as the emotions associated with individuals pretending to be something that they know they are not (Wilt, Thomas, & McAdams, 2019). Felt inauthenticity has been shown to be an after-effect of emotion regulation. Emotion regulation is a job requirement in many industries, specifically those that are service, or customer based (Gabriel, Koopman, Rosen, Arnold, & Hochwarter, 2019). Yagil (2019) conducted a quantitative study in which emotion regulation in the work environment was found to lead to what is called surface acting, or as perceived by some individuals, pretending to show positive emotions versus real emotions. Wilt et al. (2019) backed up the finding by Yagil (2019) in a quantitative study, which found feeling inauthentic in the display of emotions can lead to a feeling of phoniness or even self-denigration. In an autoethnographic paper discussing her career as a teacher, Wilkinson (2019) postulated that the requirements to put on a performance every day for her job

made her feel that she was somehow not able to display her true self. Wilkinson (2019) indicated that the emotional regulation she worked through led to high levels of stress and anxiety, which she internalized to fit the mold of a teacher. A quantitative study conducted by Counted and Moustafa (2017) expanded on the statements by Wilkinson, finding that some people struggle with displaying inauthentic expressions or emotions due to their innate morality and may be affected negatively by the requirement.

The feelings of inauthenticity by an individual can not only lead to negative physical or psychological manifestations (Simbula, Mazzetti, & Guglielmi, 2019) but also to choices that are out of the ordinary. Hong, Barnes, and Scott (2017) conducted a quantitative study in which they found that a constant state of inauthentic emotional display could be a predecessor of unethical actions or decisions. How can individuals deal with the phenomenon of felt inauthenticity? Caza, Moss, and Vough (2018) conducted a quantitative study in which they found that feelings of inauthenticity can be moderated by strong social structures outside of work and positive support from co-workers and the organization.

In public safety communications centers, it is impossible to identify a common set of requirements that each communications center has for emotional regulation. Simonova (2019), conducted a quantitative study, in which they stated that the definitions of acceptable and unacceptable emotions to be displayed are not consistent in most workplaces or industries. It could be reasoned that the same could be said for the feelings of inauthenticity, as they are internalized by the individual and difficult to explain in relation to a specific workplace. Even so, felt inauthenticity as a component of emotional dissonance has shown to be related to emotional burnout and emotional exhaustion on the

job. Part of felt inauthenticity and the broader variable of emotional dissonance is the act of suppressing negative emotions consistently.

Suppressed negative emotions. Suppression of emotions occurs when people display an emotion different than the one that they are feeling, in turn, suppressing the felt emotion for personal benefit or benefit of the situation they are in (Huwae & Schaafsma, 2018). While the suppression of emotions could be positive or negative in nature, for this study, the assumption and focus is on the suppression of negative emotions in favor of displaying required positive emotions. Kunzmann et al. (2019) conducted a quantitative study in which they found older adults who experienced negative emotions had an increased chance of becoming sick or lengthening the time an illness is sustained. While the study by Kunzmann et al. (2019) did not specify the action of suppressing emotions, it did highlight the concern that simply having the negative emotions at all causes concern for individual well-being. Oh and Tong (2020) conducted a quantitative, longitudinal study in which they found that negative emotions, either suppressed or displayed, could be moderated more effectively if individuals had the ability to distinguish between short-term negative emotions or those that are persistent. Overall, Clark, Fletcher, Peters, and Chang (2020) conducted a qualitative, longitudinal study in which they found that individuals in close personal relationships had substantial negative outcomes when not disclosing their felt emotions to those closest to them.

Yoon, Kang, Jeung, and Chang (2017) conducted a quantitative study in which they found that the requirement to suppress negative emotions could lead to life-threatening mental disorders up to and including suicide, however, not all research on suppression of negative emotions was geared toward negative outcomes. According to

Lennard, Scott, and Johnson (2019), who conducted a quantitative study, the suppression

of negative emotions can lead to negative effects but displaying positive emotions can

also help build positive displays and moderate the negative effects. As previously

mentioned, people working in public safety communications centers are repeatedly

exposed to non-resolved traumatic incidents while doing their job. The repeated exposure

to non-resolved human trauma can, in some people, cause negative mental and physical

problems, including post-traumatic stress disorders. According to Weiss, Forkus,

Contractor, and Dixon-Gordon (2020), when coupled with post-traumatic stress

disorders, the forced regulation of negative emotions can significantly increase negative

outcomes both mentally and physically. Like inauthenticity, the suppression of negative

emotions in favor of the positive can take its toll. The overall impact of negative emotion

suppression and inauthenticity can also create the effect of ego depletion.

   Ego depletion. Ego depletion, as defined by Alos-Ferrer, Ritschel, Garcia-

Segarra, and Achtziger (2019), Dang (2018), and Yam (2018), is the depletion of mental

resources a person can use to cope with emotion suppression, and when those resources

are no longer available, self-control and self-worth are also depleted. It has been

theorized that motivations may alter the effects of ego depletion by way of re-energizing

the individual towards the goals of the job, specifically in public service-type positions

(Sun, Wu, & Chen, 2019). In contrast to most research on ego depletion, DeCaro and Van

Stockum (2018) found that when ego depletion occurs, individuals may see the positive

impact of improved decision-making due to increased insight acuity. Radel, Gruet, and

Barzykowski (2019) even suggested that research into ego depletion was flawed due to

publication bias, and that the negative effects may not be as dramatic as previously

reported. Furthermore, Radel et al. (2019) stated that when previous research was adjusted for bias, the results were less negative, though the researchers did not specify exact research that was adjusted or processes that were used.

In relation to public safety communications centers, Gao, Zhou, Tao, Yu, and Wang (2019) found that while ego depletion did not lead to better decision-making, especially in high-risk decisions, it did lead to higher anxiety over the decision-making process. This could be noteworthy to those in public safety communications centers as the decisions that they make daily are life-altering for their communities and first responders. One aspect of ego depletion that Adil, Kanwal, Ghayas, and Khan (2019) touched on briefly was the opportunities for moderating effects to lessen the negative. To that end, the predictor variable of Perceived Supervisors' Support for this study is one option to consider.

Perceived supervisors' support. Perceived supervisors support as defined by Torabi, Ghochani, Nadali, and Fathi (2020), and Usman (2019), is the level of value that employees perceive supervision places on their contributions to the organization and how much the supervisors show concern about the employees' health and well-being. This study used Perceived Supervisors' Support as a predictor variable and attempted to identify if there is a relationship to employee turnover intention, and if so if the extent of the relationship is statistically significant. Most of the current research into perceived supervisors' support and its relationship to employee turnover intention is geared at support being a mediating factor, not an antecedent. A quantitative study conducted by Zaheer et al. (2019) did not find a direct link between a high level of supervisors' support

and lower employee turnover intentions but suggested that supervisors' influence could be a mediating factor for other causes.

Support from supervision has been shown to build trust between employees and supervisors thus lowering turnover intentions of some personnel (Purba & Fawzi, 2019). Support from supervision within a communications center, as shown by Ibrahim, Suan, and Karatepe (2018), has led to increased performance and lower employee turnover intentions because of the positive relationship that develops between employees and supervisors. One of the reasons that support from supervision is seen to lower employee turnover intentions is the support encourages improved performance and in turn improved self-motivation, creating a positive environment for the employee and the supervisor (Adil & Hamid, 2020). Current research has highlighted the following themes of perceived supervisors' support, which are discussed below: organizational commitment, communication, and leadership style.

Organizational commitment. Organizational commitment is defined as the dedication or commitment that an individual has for the organization based on the actions of organizational leadership (Dunatez, Smyly, Fairley, & Heykoop, 2020). Organizational commitment develops in different ways. According to Mushtaq, Ellahi, and Khan (2019), when employees trust the organizational representatives, such as supervisors, to do the right things in context to the employee, the employees' commitment to the organization increases. Li, Castano, and Li (2018) expanded on the organizational commitment definition to include the following primary components.

1. Affective commitment, or the employee's emotional and psychological attachment to the organization.

2. Continuance commitment, or the employee's perception of the financial and personal cost of leaving the organization due to the time and energy the employee has committed so far.

3. Normative commitment, or the perception by employees that they have an obligation to stay with the organization.

Each of the listed components of organizational commitment can play a role in how the employee makes decisions about the organization and can be affected by the support that the employee receives from supervision daily (Li, Castano et al., 2018). Broad theories can be applied to the research into organizational commitment, but they must also be considered from the standpoint of the individual experiences of employees or personnel.

As much as support from supervisors is important in the context of organizational commitment, it can influence other factors as well. In a quantitative study on supervisors' support, Fan (2018) stated in the literature review that person-organization fit is a factor relating strongly to the employee's perception of organizational commitment and can be influenced by the support of supervision in the short and long term. Lee, Yun, and Kim (2019) completed a quantitative study on organizational commitment in which they reported that employees could influence the amount of support they obtain from the organization and supervision by developing political skills that improve communication and helps them recognize opportunities for engagement. As reported in a quantitative study by Zappala, Toscano, and Licciardello (2019), supervisors' support has duality as it can be related to the individual supervisor or an overall strategy of the organization. Organizational commitment is part reality and part perception, but the role of communication is important for each.

Communication. Organizational Communication is defined as the exchange of information and ideas between interested parties within an organization (Akdemir, 2019).

As a component of perceived supervisors' support, a supervisor's ability to communicate

effectively and develop the employees' perception that communication is genuine, is

critical (Brown, Paz-Aparicio, & Revilla, 2019). While communication takes many

forms, including email, phone, and computer-based interactions, a quantitative study by

Braun, Bark, Kirchner, Stegmann, and van Dick (2019) found that employees were

overwhelmingly more receptive to in-person communication from their leaders.

According to Mikkelson, Sloan, and Hesse (2019), a supervisor's role within an

organization is significant to the overall success of the individual employee and the

organization. Additionally, Mikkelson et al. (2019) stated that the ability to communicate

effectively and efficiently is a critical component of individual and organizational

success.

Communication is a multi-directional process. Supervisors must provide feedback

to employees with actionable information that can be understood and be willing to listen

to the concerns of employees to improve the process and results (Westerman, Reno, &

Heuett, 2018). Supervisors are also responsible for managing expectations about

employee well-being. Part of managing expectations concerning employee well-being is

developing productive communications strategies that improve the employee's perception

of organizational care (Huang et al., 2018; Newnam & Goode, 2019). In public safety

communications centers, employees deal with high levels of stress due to repeated

exposure to traumatic events (Lilly et al., 2019). With the increased stress, consistent and

accurate communication can improve the perception of employee well-being and safety

(Kelly & MacDonald, 2019). Supervisors take on multiple roles when dealing with

developing strong communication networks, not the least of which is developing a

culture that creates a robust identification of workgroup roles for employees (Lindsay, Sheehan, & De Cieri, 2020). While training and development programs can help supervisors learn how to communicate, some speculate that a more important factor in building organizational commitment is the style of leadership that the supervisor adopts.

Leadership style. Leadership style is defined as a collective set of behaviors that leaders exhibit within the context of their role as a leader (Essa & Alattari, 2019). With so many factors affecting the way employees perceive supervision, leadership style has emerged as an important research variable for perceived supervisors' support and employee turnover intention (Alatawi, 2017; Lee, Idris, & Tuckey, 2018; Maaitah, 2018; Srimindarti, Oktaviani, & Hardiningsih, 2017). One of the foremost styles of leadership that researchers have related to lower employee turnover intentions is ethical leadership (Suifan, Diab, Alhyari, & Sweis, 2020; Tao et al., 2017). Ethical leadership, as defined by Badrinarayanan, Ramachandran, and Madhavaram (2019), is the leadership process that exhibits morally and ethically suitable behaviors and encourages employees to use those same morally and ethically suitable behaviors in their work process and decision-making. Suifan et al. (2020) carried out a quantitative study in which they found that ethical leadership not only had a negative impact on employee turnover intention but also helped empower employees to increase job performance and affective commitment to the organization. Similarly, Ng, Wang, Hsu, and Su (2020) conducted a quantitative study in which they found that when a leader diverted from an ethical leadership style, the employees' perceptions about the organization and their own ethical behavior changed accordingly. While ethical leadership has shown to be a mediator of employee turnover intention, the transformational leadership style also has shown to play a significant role.

Transformational leadership is defined as a style of leadership that builds trust between leaders and followers by influencing followers to put the needs of the entire organization above individual interests (Engelbrecht & Samuel, 2019; Kenneth, 2019; Park & Pierce, 2020). Ennis, Gong, and Okpozo (2018) conducted a quantitative study in which they found that transformational leadership lowers employee turnover intentions by stimulating the employees' desire to improve performance and foster perceptions of strong supervisory and organizational support. Additionally, Ohunakin, Adeniji, Oludayo, Osibanjo, and Oduyoye (2019) quantitatively studied employee retention in the hospitality industry and found that the key aspects of transformational leadership improved overall job satisfaction and lowered employee turnover intentions. As a factor of perceived supervisors' support, Ohunakin et al. (2019) highlighted that the transformational leadership style was the primary driver for increased job satisfaction. Leadership style, communication, and organizational commitment are not the only dynamics of perceived supervisors' support, but each plays a vital role in developing and fostering relationships that lead to productive work environments. As the primary topics of this study have been identified, next the theoretical foundations of past research are explored.

Methodologies and Instrumentation in Similar StudiesSimilar studies on employee turnover intention have used both quantitative and qualitative methodologies, but the quantitative method was more prevalent (Boudlaie et al., 2020; Haider, Fatima, & Pablos-Heredero, 2020; Smokrovic et al., 2019; Zito et al., 2018). The choice of validated instrumentation for similar studies on employee turnover intention was vast, as each study was different in variables. Zito et al. (2018) studied employee turnover intentions in

a call center and the role of emotional dissonance, job resources, and job satisfaction using a quantitative methodology. Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there is a need to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. From the gap, it was determined that a quantitative methodology was used by Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), lending credence to using the same for this study.

Using a quantitative methodology, Zhang and Li (2020) deployed the job crafting scale (Tims, Bakker, & Derks, 2012), the intention to quit scale (Cohen, 1993), the job satisfaction scale (Brayfield, & Rothe, 1951), and the utrecht work engagement scale (Schaufeli, Bakker, & Salanova, 2006) to study turnover intention. Zhang and Li (2020) used structural equation modeling as their method of data analysis and found that work engagement and job satisfaction had a mediating effect on employee turnover intention among service employees in China. The above-listed methodologies and examples of instrumentation show a varied approach by researchers, leading to the reasoning for the instruments that were chosen for this study. The following will highlight the methodologies and instrumentation used in research specific to each variable for this study.

Methodologies and instrumentation in turnover intention research. With multiple scales available for researchers to use in the area of employee turnover intention, the following provides an overview of studies already referenced in this literature review along with the methodology that was employed. Using a quantitative methodology,

Xiong, and Wen (2020) studied the employee turnover intention of banking employees in China. Xiong and Wen (2020) used the three-item intention to quit scale developed by Cohen (1993). The scale developed by Cohen (1993) is geared toward work commitment and withdrawal intentions. This scale is not readily available, and any validations of the instrument through research incorporate the entire 40-item scale used for the original study by Cohen (1993). To further the research on charismatic leadership and employee turnover intentions, Hiton et al. (2019) used a quantitative methodology with a causal-comparative design. Using structural equation modeling, Hiton et al. (2019) found that charismatic leadership can have the effect of boosting job satisfaction, which they found mediates employee turnover intentions. The instrumentation is secondary to other information in the study as they do not specify which instrument was used, only that a 3-item validated instrument had been distributed to measure employee turnover intention (Hiton et al., 2019). The lack of the identification of the instrument is troublesome for anyone wishing to replicate this study, but the authors indicated a Cronbach's alpha of > 0.5. Aburumman et al. (2019) investigated how human resources management practices and job satisfaction affected employees' turnover intentions using a quantitative methodology with a cross-sectional design. Using the employee turnover intention measure (Kuvaas, 2008), Aburumman et al. (2019) found that job satisfaction was a strong mediator for several variables outlined in their study on employee turnover intention. The scale by Kuvaas (2008) was not readily available for analysis thus not considered for the current research.

Consistent with most of the research into employee turnover intention, Azis et al. (2019) used a quantitative methodology to study employee turnover intention in relation

to job satisfaction and organizational support. Using a 6-item scale referenced by Prasetio, Azis, and Anggadwita (2019), Azis et al. (2019) found that employee turnover intentions were positively affected by high job satisfaction and high organizational support. The scale referenced by Prasetio et al. (2019) was developed by Elci, Sener, Kuru, and Alpkan (2012). The scale has three items that are directly related to employee turnover intention but was not considered for this study since it has limited studies to confirm its validity and reliability. Another quantitative study was completed by Li, Zhu et al. (2019). Li, Zhu et al. (2019) studied employee turnover intention and how it could be affected by the perception of job involvement using a scale pieced together from Darrat, Atinc, and Babin (2016) and Zopiatis, Constanti, and Theocharous (2014). Due to the scale used by Li, Zhu et al. (2019) being a segment of multiple scales, it would not be appropriate for use in the current research as it would not be validated or seen as reliable.

The turnover intention scale (Roodt, 2004), 6-item version was selected as the most appropriate scale for this study. The TIS-6 (Roodt, 2004) uses a 5-point Likert Scale ranging from 1 (never, very satisfying, highly unlikely or always) to 5 (always, totally dissatisfying, highly likely, and never) to measure an employee's desire to leave a job voluntarily. The TIS was originally introduced in an unpublished document by Professor Gert Roodt in 2004. The full scale was published by Jacobs and Roodt (2008) as a 14-item scale and then again by Martin and Roodt (2008) as a 15- item scale. The authors were focused on increasing the scientific reliability of employee turnover intention scales as most scales were between one and three items, and they suggested that those scales were lacking the necessary substance. Sample questions include "How often have you considered leaving your job?" and "How likely are you to accept another job at the same

compensation level should it be offered to you?" Scoring is based on a 5-point Likert Scale with varying low and high points.

Methodologies and instrumentation in emotional dissonance research. In this study, Emotional Dissonance is a continuous-interval, predictor variable used to determine potential causes of employee turnover intention. A quantitative study conducted by Alrawadieh et al. (2020) investigated the impact emotional dissonance has on work-life and life satisfaction. Since the research conducted by Alrawadieh et al. (2020) was focused on the hospitality industry, the authors used the hospitality emotional labor scale (Chu & Murrmann, 2006) to gather data. The scale by Chu and Murrmann (2006) is highly tailored for the hospitality industry, so while the study shows relevancy towards this study, the instrument would not be valuable.

In contrast to most of the studies discussed so far, Caza et al. (2018) used a qualitative methodology to study multiple work identities and how personnel authenticate those identities. Caza et al. (2018) used semi-structured interviews conducted over five years, with participants invited back each year so that an inductive, longitudinal approach could be taken to the research. The semi-structured interview process would be a strong data collection approach in a qualitative study, and there is merit in the research by Caza et al. (2018) to show that a qualitative design could be used effectively in this study, but the most logical choice is quantitative. Another qualitative study was completed by Kunzmann et al. (2019) and used data collected over 13 years. The longitudinal study used the 20-item, self-rating depression scale developed by Zung (1965) to measure negative emotions, and data collected from physicians about the participants' level of chronic pain. The study by Kunzmann et al. (2019) is interesting due to the ability to

gather data over a long period of time to see how emotional dissonance or negative

emotions could cause chronic pain, but the process would not be suitable for this study

due to time limitations and access to participants.

To support the relevance of a quantitative approach, Fiabane et al. (2019) used a

quantitative methodology with a cross-sectional design to study emotional dissonance in

healthcare workers. The study investigated if the perceived quality of care they were

providing was a mitigating factor for any occurrence of emotional dissonance. Fiabane et

al. (2019) used the emotional dissonance subscale of the Frankfurt emotional work scale

(Zapf, Vogt, Seifert, Mertini, & Isic, 1999). The emotional dissonance subscale of the

Frankfurt emotional work scale is a three-item scale whereby the emotional dissonance

subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015) to be

used in this study is a 4-item scale that could add more depth to the understanding of

emotional dissonance.

The emotional dissonance subscale of the emotional labor scale (Andela &

Truchot, 2016; Andela et al., 2015) uses four questions and a 5-point Likert Scale ranging

from 1 (strongly agree) to 5 (strongly disagree) to evaluate an employees' emotional

dissonance. The theory behind the emotional dissonance subscale of the emotional labor

scale was the emotion regulation theory (Gross, 1998). This scale was selected based on

ease of use to encourage a complete response to the full research survey. Sample

statements include "The emotions that I feel in my job do not correspond to those I would

like to feel" and "I experience a discrepancy between the emotions I express to be

professional and what I feel." The emotional dissonance subscale of the emotional labor

scale has proven reliable and valid by multiple researchers.

Methodologies and instrumentation in perceived supervisors' support

research. Using a quantitative methodology accompanied with structural equation

modeling, Ibrahim et al. (2018) studied how supervisors' support and self-efficacy

affected customer service call center employees' work engagement and employee

turnover intentions. Ibrahim et al. (2018) operationalized Perceived Supervisors' Support

using a scale developed by Susskind, Kacmar, and Borchgrevink (2003). The scale

developed by Susskind et al. (2003) had four items but the only study that was located

having used this scale was the one completed by Ibrahim et al. (2018). The questions on

the scale by Susskind et al. (2003) are like the scale to be used in this study, so this scale

was not considered as an alternative. A quantitative methodology was also used by

Usman (2019) while studying the impact of organizational culture, communication, and

supervisors' support on job satisfaction. Usman (2019) created a 7-item survey that

addressed supervisors' support and showed validity by a Cronbach's alpha of .885. The

scale used by Usman (2019) is more in-depth than the scale chosen for this study, but the

scale could not be identified in other studies, therefore was not chosen for this study.

A quantitative methodology was used by Purba and Fawzi (2019) while studying

the impact of supervisors' support and servant leadership on employee turnover intention.

Purba and Fawzi (2019) operationalized supervisors' support using a 6-item scale

developed by Ramus and Steger (2000). While multiple citations of the scale by Ramus

and Steger (2000) were located, a copy of the scale was not readily available. Mushtaq et

al. (2019) investigated the influence of organizational justice, supervisors' support, and

group cohesion on organizational commitment using a quantitative methodology. The

scale operationalized by Mushtaq et al. (2019) had nine questions taken from the Career

Satisfaction Scale (Greenhaus, Parasuraman, & Wormley, 1990) with reliability showing .90. The scale developed by Greenhaus et al. (1990) went beyond the necessary data that would be useful in this study, as many of the questions dealt with promotional opportunities and career advancement. After considering multiple options for scales to be used in this study, the survey of perceived organizational support (Eisenberger et al., 1986) was viewed as the most appropriate instrument.

The survey of perceived organizational support (Eisenberger et al., 1986) uses eight questions and a 7-point Likert Scale ranging from 1 (strongly agree) to 7 (strongly disagree) to evaluate an employee's perception of organizational support. This survey is based on a full version of 36 items, and a pre cursor shortened version of 16 items. For the purposes of this study and with permission from the author (see appendix D) the word organization will be changed to supervisor or supervisors. This is being done with justification from past research using the scale to measure supervisors' support and altering the wording per the authors. Sample statements from this scale include "The organization values my contribution to its well-being" and "My supervisor really cares about my well-being."

With multiple instruments available for use in this study, the selection came down to accessibility, reliability, and ease of use by respondents. Each instrument is clear and concise but also a length that does not require the responder to spend a significant amount of time on the full aggregated survey. Instrumentation is only one piece to this study and this literature review, so a summary of the key points of this review is provided below.

Summary

The introduction to Chapter 2 included a brief discussion of all variables and topics used in this study, including a breakdown of how articles were located through multiple databases and library systems. The background was provided on the main topic of this study, and the need for this study was addressed by identifying the gap in the literature. Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there was a need to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. The gap in this study derived from research completed by Zito et al. (2018) in which employee turnover intention was investigated in relation to job satisfaction, emotional dissonance, and supervisors' support. Zito et al. (2018) conducted their research in a privately-owned customer service call center in Italy. Zito et al. (2018) suggested their study be extended to call centers that were not private in nature due to the inability of their study to generalize results across multiple industries.

The job demands-resources theory (Bakker & Demerouti, 2017) was selected for this study based on the ability of the theory to investigate the job demand of emotional dissonance and the job resource of perceived supervisors support against the negative outcomes of employee turnover intention. The JD-R was developed in part based on the job demands-resources model (Bakker et al., 2004), which used the same parameters and has been used as a basis for employee burnout and turnover research. To operationalize the variables, the turnover intention scale 6-Item Version (TIS-6), (Roodt, 2004), the survey of perceived organizational support (Eisenberger et al., 1986), and the emotional

dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015), were selected for use based on accessibility, reliability, and ease of use by respondents. The instrumentation selected will assist in answering the following questions and examining the listed hypotheses.

RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention?

$H1_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly predict Employee Turnover Intention.

H1a. Emotional Dissonance and Perceived Supervisors' Support significantly predicts Employee Turnover Intention.

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover Intention while holding Perceived Supervisors' Support constant?

$H2_0$. Emotional Dissonance does not significantly predict Employee Turnover Intention while holding Perceived Supervisors' Support constant.

H2a. Emotional Dissonance significantly predicts Employee Turnover Intention while holding Perceived Supervisors' Support constant.

RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee Turnover Intention while holding Emotional Dissonance constant?

$H3_0$. Perceived Supervisors' Support does not significantly predict Employee Turnover Intention while holding Emotional Dissonance constant.

H3a. Perceived Supervisors' Support significantly predicts Employee Turnover Intention while holding Emotional Dissonance constant.

The role of the public safety communicator has been discussed in-depth, identifying the vital work that is being performed as they are generally the first professional interacting with people needing emergency assistance (Farzinnia et al., 2018). The constant load of stress that the public safety communicator experiences on the job can lead to concerning mental and physical ailments, which can impair their personal lives as well as their ability to perform the critical aspects of their job (Bedini et al., 2017; Golding et al., 2017; Smith et al., 2019). The added pressure of being required to remain professional and display positive emotions on the job can add to the already stressful environment (Park et al., 2019). The emotional dissonance that exists can contribute significantly to an employee's desire to leave the organization, leaving a gap in experience and increasing turnover rates for the organization (Zito et al., 2018). To mitigate the negative effects of emotional dissonance, this study was focused on the job resource of perceived supervisors' support.

Perceived supervisors' support has been shown to build trust between employees and supervisors and thus lowering the intent to employee turnover in some personnel (Purba & Fawzi, 2019). Within the context of a communications center, perceived supervisors' support, as shown by Ibrahim et al. (2018), has led to increased performance and lower employee turnover intentions because of the positive relationship that develops between employees and supervisors. This study has practical implications for public safety communications centers by potentially providing leadership with evidence that could help identify opportunities for improving employee well-being and increasing support from supervisors and organizational leadership.

Similar studies on employee turnover intention have used both quantitative and qualitative methodologies, but the quantitative method was more predominant (Boudlaie et al., 2020; Haider et al., 2020; Smokrovic et al., 2019; Zito et al., 2018). This study used a correlational design which allowed for the comparison of variables and gave the researcher the ability to assess relationships that may or may not exist between variables (Curtis et al., 2016). A correlational design allowed investigation of the relationships between Emotional Dissonance and Perceived Supervisors' Support independently to Employee Turnover Intention by giving a path for analyzing each variable without manipulation by the researcher. Finally, this study provided a pathway for gaining a better understanding of what could be causing the nationwide staffing crisis in public safety communications centers. With the last reported national turnover rate for public safety communications centers at 29.5% (APCO, 2018), this study was relevant to the needs of the industry and filled a gap in the research that could provide industry leaders with the information they need to improve their individual communications centers retention process.

Chapter 2 provided an overview of past and current research and discussed the variables of this study. Chapter 2 also identified the instrumentation that would be used to operationalize the variables and justified those instruments based on the need, availability, access, and ease of use. Chapter 3 will provide a more in-depth discussion of the methodology chosen for this study as well as the justification for using a correlational design. Chapter 3 will also provide an in-depth overview of data collection procedures as well as data analysis procedures. Ethical considerations of this study will be discussed,

and the assumptions, limitations, and delimitations will be explored further, providing

more context and background.

Chapter 3: Methodology

Introduction

The purpose of this quantitative correlational study was to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. This study extends the research of Zito et al. (2018) and uses their research as a framework for how to apply a quantitative methodology to study employee turnover intention in call centers. The predictor variable of Emotional Dissonance, or the exhibition of emotions that are different than those that are being felt by the individual (Fiabane et al., 2019), is viewed as having a positive correlation with employee turnover intention. In contrast, the predictor variable of Perceived Supervisors' Support, or the perception that supervisors are genuinely concerned with the employee's well-being and perform actions that support this perception (Horan et al., 2018), is viewed as having a negative correlation with employee turnover intention. The criterion variable of Employee Turnover Intention, or the intent to voluntarily leave a current job (Dwiyanti et al., 2019), is the consequence associated with the negative impact of a job such as emotional dissonance.

A quantitative methodology was chosen for this study due to the ability to provide an in-depth explanation of variables associated with the research and to test whether relationships exist between those variables (Bloomfield & Fisher, 2019). A quantitative methodology was used by Fidan (2019), to examine if and to what extent writing instructions had an overall effect on the writing skills of students at a university in Turkey. The researcher found that when certain aspects of the assignment were clearer,

the students performed better such as a direction to concentrate on spelling and punctuation. As a quantitative methodology was used, the results were viewed in terms of the statistical analysis, not individual perceptions of the process, which could have been explored qualitatively. This study used a quantitative correlational direction and views the statistical data not the perceptions of participants.

Chapter 3 will address the problem statement, research questions, research methodology, and design in the context of the methodology. Additionally, Chapter 3 will discuss the validity and reliability of the methodology, data collection, data analysis, ethical considerations, and the limitations and delimitations. An in-depth discussion of the research materials and instrumentation will be presented, and the population and sample selection will be thoroughly identified and defined.

Statement of the Problem

It was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support. The general population for this study was public safety communicators, or those personnel who answer and process 9-1-1 emergency calls in the United States (Miller et al., 2017). The estimated population size is 98,500. The target population for this study was the 28,000 members of a member-driven industry organization and the 500 members of a public safety communicator group on a national social media platform. The estimated sample size was 68 public safety communicators calculated using G* Power (Appendix E). To adjust for data attrition, a 20% increase in sample size was necessary, making the target sample size 82. The final sample for this study was 94 ($N = 94$). The unit of analysis for

this study was public safety communicators participating in an online distributed survey and was an operational value.

Public safety communicators work varying schedules of 8, 10, 12, or 16 hours with expectations to perform shift work, which includes overnights, weekends, and holidays. The irregular work schedules and recurrent stressors concomitant with the occupation lead to voluntary employee turnover in many cases and can lead to additional stress on the remaining personnel. Public safety communicators answer and process emergency 9-1-1 calls 24 hours a day. No matter the time of day or night, public safety communicators are required to have an acute awareness of what is going on around them and to concentrate on the situational details in order to send the appropriate response (Gardett et al., 2019). The critical nature of the job requires staffing levels that can accommodate consistent call volumes and dispatch services to keep the public safe and protect personnel who responds to the scene.

This study used the job demands-resources theory (JD-R) as its theoretical foundation. The JD-R has been validated by various researchers since its inception. Gross et al. (2019) studied public service motivation using the JD-R to explain employee performance, absenteeism, and presenteeism with archival data from a panel study using data from 413 public employees. This quantitative correlational study concluded that job resources can mitigate the negative results of job demands. The authors suggested future research explore other job resources or alternate relational resources. In a quantitative study by Kulikowski and Orzechowski (2018), the theory was tested to determine the invariance of JD-R assumptions among personnel whose cognitive abilities were proven at different operational levels. The authors found that regardless of cognitive ability, the

negative impact of job demands, and the positive impact of job resources were consistent with the theory and highly significant. Angulo et al. (2018) used the job demands-resources theory to help determine if organizational justice could be a balancing factor between job demands and job satisfaction. The authors found that organizational justice could lessen the more stringent effects of job demands and could lead to improved job satisfaction.

In this study, the work of Zito et al. (2018) was extended to examine employee turnover intention and the relationship that exists between the job demand of emotional dissonance and the job resource of perceived supervisors' support. Through the lens of the JD-R, the demands of the job and resources available to cope with the demands of the job can potentially be identified giving industry leaders' resources to improve the employee turnover situation and continue to protect their communities in an appropriate manner. Using the JD-R as a framework and the stated gap in research as the foundation, the following research questions and hypotheses were developed.

Research Questions and/or Hypotheses

Three research questions stemmed from the problem statement of it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support. Using a quantitative methodology, this study examined the relationships between the predictor variables of Emotional Dissonance and Perceived Supervisors' Support, and the criterion variable of Employee Turnover Intention. Emotional Dissonance, a continuous-interval predictor variable, is defined as the difference between emotions felt and those required to be displayed (Konze et al., 2017). Emotional Dissonance was measured using the emotional

dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015). Perceived Supervisors' Support, a continuous-interval predictor variable, is defined as the support received from supervisors in relation to the job being performed (Zito et al., 2018). Perceived Supervisors' Support was measured using the survey of perceived organizational support (Eisenberger et al., 1986). Employee Turnover Intention is a continuous-interval criterion variable defined as the intent of an individual to voluntarily leave their place of work (Naidoo, 2018). Employee Turnover Intention was measured using the turnover intention scale 6-item version (TIS-6) (Roodt, 2004).

The JD-R (Bakker & Demerouti, 2017) provided the framework for the research questions by identifying job demands and job resources potentially present in every job. Accordingly, emotional dissonance is viewed as a job demand and perceived supervisors' support as a job resource. The negative outcome that would complete the theoretical framework is the criterion variable of Employee Turnover Intention. The following research questions and associated hypotheses were developed using the problem statement and are based on the theoretical foundations of the JD-R (Bakker & Demerouti, 2017) and guided this quantitative correlational study.

RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention?

$H1_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly predict Employee Turnover Intention.

H1a. Emotional Dissonance and Perceived Supervisors' Support significantly predicts Employee Turnover Intention.

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover

   Intention while holding Perceived Supervisors' Support constant?

H2$_0$. Emotional Dissonance does not significantly predict Employee Turnover

   Intention while holding Perceived Supervisors' Support constant.

H2a. Emotional Dissonance significantly predicts Employee Turnover Intention while

   holding Perceived Supervisors' Support constant.

RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee

   Turnover Intention while holding Emotional Dissonance constant?

H3$_0$. Perceived Supervisors' Support does not significantly predict Employee

   Turnover Intention while holding Emotional Dissonance constant.

H3a. Perceived Supervisors' Support significantly predicts Employee Turnover

   Intention while holding Emotional Dissonance constant.

   Variables. The following variables were used in this study.

   Employee turnover intention. Employee Turnover Intention is a continuous-interval criterion variable for this study. Employee turnover intention is the intent to voluntarily leave a job but not currently at the point to make the decision to leave the job (Kadek & Sri, 2019; Shafique et al., 2018). Employee turnover intention has been shown to be one of the most accurate predictors of actual employee turnover in multiple industries (Naidoo, 2018; Yang et al., 2019). Employee Turnover Intention was measured by the turnover intention scale 6-item version (Roodt, 2004). The turnover intention scale (Roodt, 2004), 6-item version uses a 5-point Likert Scale ranging from 1 (never, very satisfying, highly unlikely or always) to 5 (always, totally dissatisfying, highly likely, and never) to measure an employee's desire to leave a job voluntarily. The TIS was originally

introduced in an unpublished document by Professor Gert Roodt in 2004. The full scale

was published by Jacobs and Roodt (2008) as a 14-item scale and then again by Martin

and Roodt (2008) as a 15-item scale. The turnover intention scale (TIS-6) was published

and tested for reliability and validity by Bothma and Roodt (2013). The authors reported

a Cronbach's alpha of .81, within the range of reliability and validity of .70-.95 (Tavakol

& Dennick, 2011).

    Emotional dissonance Emotional dissonance is the on-the-job requirement to

display emotions that may be different from those that are felt (Fiabane et al., 2019) and

is a continuous-interval predictor variable in this study. Research conducted by Park et al.

(2019), suggested that the requirement to display an emotion that is not being felt is a

type of acting that can negatively affect the individual. In public safety communications

centers, this is a consistent requirement as the job necessitates a professional demeanor,

high attention to detail, and consistent situational awareness due to the complexity of the

job (Leonardsen et al., 2019). Emotional dissonance was measured using the emotional

dissonance subscale of the emotional labor scale (Andela & Truchot, 2016). The

emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016;

Andela et al., 2015) uses four questions and a 5-point Likert Scale ranging from 1

(strongly agree) to 5 (strongly disagree) to evaluate an employees' emotional dissonance.

The theory behind the emotional dissonance subscale of the emotional labor scale was the

emotion regulation theory (Gross, 1998).

    Perceived supervisors' support. Perceived supervisors' support, as defined by

Usman (2019), is the level of value that organizational leadership places on employees

and their personal well-being and success. This study uses Perceived Supervisors'

Support as a continuous-interval predictor variable and will attempt to identify if there is

a relationship to Employee Turnover Intention, and if so if the extent of the relationship is

statistically significant. Most of the current research into perceived supervisor support

and its relationship to employee turnover intention is geared at support being a mediating

factor, not an antecedent. The survey of perceived organizational support (Eisenberger et

al., 1986) uses eight questions and a 7-point Likert Scale ranging from 1 (strongly agree)

to 7 (strongly disagree) to evaluate an employee's perception of supervisors' support.

This survey is based on a full version of 36 items, and a pre-cursor shortened version of

16 items. Eisenberger and his co-authors did not clearly identify the theory that the

survey was based on, suggesting only that the emotion-based theories of organizational

support should be combined into a social-based theory of organizational support

(Eisenberger & Fasolo, et al., 1990; Eisenberger & Huntington, et al., 1986).

Research Methodology

Quantitative methodology was used for this study, which extends the research of

Zito et al. (2018) and uses their research as a framework for how to apply a quantitative

methodology to study employee turnover intention in call centers. The predictor variable

of emotional dissonance, or the exhibition of emotions that are different than those that

are being felt by the individual (Fiabane et al., 2019), is viewed as having a positive

correlation with employee turnover intention. In contrast, the predictor variable of

Perceived Supervisors' Support, or the perception that supervision is genuinely

concerned with the employee's well-being and performs actions that support this

perception (Horan et al., 2018), is viewed as having a negative correlation with employee

turnover intention. The criterion variable of Employee Turnover Intention, or the intent to

voluntarily leave a current job (Dwiyanti et al., 2019), is the outcome associated with the negative impact of a job such as emotional dissonance. With these two continuous-interval predictor variables, Emotional Dissonance and Perceived Supervisors' Support, and one continuous-interval criterion variable, Employee Turnover Intention, a quantitative methodology provided an avenue to investigate the problem of it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support (Johnson & Christensen, 2019).

A quantitative methodology was chosen for this study due to the ability to provide an in-depth explanation of variables associated with the research and to test whether relationships exist between those variables (Bloomfield & Fisher, 2019). A quantitative methodology was used by Fidan (2019), to examine if and to what extent writing instructions had an overall effect on the writing skills of students at a university in Turkey. The researcher found that when certain aspects of the assignment were clearer, the students performed better such as a direction to concentrate on spelling and punctuation. As a quantitative methodology was used, the results were viewed in terms of the statistical analysis, not individual perceptions of the process, which could have been explored qualitatively. This study would use a quantitative correlational direction and view the statistical data not the perceptions of participants. That leads to the reasoning for not using a qualitative methodology.

A qualitative methodology is a useful research approach when exploring different experiences and when the researcher is examining the meanings behind aspects of the research or the contexts in which the experiences are perceived (Merriam & Tisdell,

2016). A qualitative approach to research requires a researcher to observe and report, mostly without data manipulation or statistical analysis, leading to a synthesis of the information to make meaning or draw conclusions (Bansai, Smith, & Vaara, 2018; Williams & Moser, 2019). As an example of the qualitative process, Cohen, Gesser-Edelsburg, Singhai, Benenson, and Moses (2019) investigated the medical procedure of inserting a central line and guidelines that govern the process. The methodology was well-suited for their research and involved hand-coding, thematic analysis, and expert interpretation of results. With research such as this study, a qualitative methodology would not seek to answer the questions posed but to present the phenomenon and the experiences of the participants.

While researching private communications centers, Zito et al. (2018) used a quantitative methodology with similar variables as this study and suggested their research move beyond private, customer service call centers. Molino et al. (2016) also examined similar variables in a customer service call center using a quantitative methodology. Lastly, Berthelsen, Hakanen, and Westerlund (2018) tested the job demands-resources model, which is the precursor to the job demands resources theory (JD-R) by using the Copenhagen psychosocial questionnaire with a quantitative methodology. A qualitative methodology would not be appropriate for this study, as the variables were examined based on a potential relationship, not by measuring an experience of individuals or groups and their interpretations of the world around them (Bleiker, Morgan-Trimmer, Knapp, & Hopkins, 2019).

To best address the problem statement, it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived

Supervisors' Support, a quantitative methodology offered the most suitable avenue. With

the ability of quantitative research to compare variables without the need to understand

participants' insights or experiences, a more robust understanding of the relationship can

be explored (Johnson & Christensen, 2019). While the methodology is important, it is

just as critical to identify the design of this study and what that specific design offers.

Research Design

This study has a correlational design that allowed for the examination of

relationships between variables and gave the researcher the ability to assess relationships

that may or may not exist. (Curtis et al., 2016). A correlational design allowed

investigation of the relationships between Emotional Dissonance and Perceived

Supervisors' Support independently to Employee Turnover Intention by giving a path for

analyzing each variable without manipulation by the researcher. Zito et al. (2018), and

Molino et al. (2016) both used a correlational design to assess the predictability of

employee turnover intention in customer service-based call centers. A causal-comparative

design was not appropriate, as this study was designed to view the data in terms of the

degree of potential relationships, not in terms of a cause (Schenker & Rumrill, 2004). An

experimental design would not be suitable since the variables are predictor and criterion

with no intervention (Leavy, 2017). A quasi-experimental design was not appropriate as

there was an attempt to produce cause and effect explanations between the variables.

The target population includes approximately 28,000 members of a national

industry organization and approximately 500 members of a public safety communicator

group on a national social media platform that answer and process 9-1-1 calls for service

in public safety communications centers in the United States. Multiple instruments were

used in this study to gather the appropriate data to address the problem statement and purpose statement. Additionally, the instrumentation provided data that helped answer the research questions. Data were collected using the TIS-6 (Roodt, 2004), the survey of perceived organizational support (Eisenberger et al., 1986), and the emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016). Permission was obtained for the use of each instrument and documented appropriately in Appendix D. An aggregate survey instrument was developed using SurveyMonkey and was distributed through the general communications forum of a member-driven industry organization and a public safety communicator group on a national social media platform. Permission was obtained from each site (Appendix A). Descriptive statistics were collected to determine the type of communications center in which the communicator works, age, gender identity, and years of service.

The unit of observation for this quantitative correlational study was public safety communicators working in communications centers in the United States. Public safety communicators work a variety of shifts answering and processing emergency calls for police, fire, or medical emergencies, triaging those calls for appropriate dispatch and response within a high priority on speed and accuracy (Cole & Dvoskina, 2019). In the United States, it is estimated that 6,000 public safety answering points exist, employing public safety communicators using advanced technology for location accuracy, call-taking, dispatching, and protocol delivery for incident management and patient care (Seeman et al., 2018). The environment in which public safety communicators work can become overwhelming but also requires an unusually high level of situational and environmental awareness that the general population is not accustomed to (Gardett et al.,

2019). Using protocols such as those provided by the National Academy of Emergency Dispatch (Davis et al., 2018), many communications centers standardize the process of providing life-saving instructions to help communicators remain consistent and professional. While deemed appropriate and useful, this also adds to the stress levels as many times communicators are constrained by those same protocols.

Population and Sample Selection

The population in this study, public safety communicators, has been largely absent from research regarding work environments, work requirements, employee turnover, and any number of topics related to the workplace. The lack of research extends to all types of public safety communications centers, including law enforcement, fire department, emergency medical services, combined or hybrid centers, and consolidated centers that serve all types of agencies. Due to the lack of research into the population, it was not known how receptive or responsive members of the population would be. The sample selection process was included in the recruitment materials, focusing on people who work as public safety communicators in the United States. Specifically, this study excluded people that have any management role within their organization. Both the population and sample selection process are discussed more in-depth below.

Population. The population of interest in this study was public safety communicators, defined as personnel working in public safety communications centers in the United States, answering and processing 9-1-1 emergency calls for service, dispatching emergency calls, and maintaining first responder status (NENA, 2018). According to the U.S. Bureau of Labor Statistics (BLS, 2020) as of September 2020, there are approximately 98,500 individuals working as public safety communicators and

the rate of growth for this profession is averaging 6% per year. The target population for this study was the approximately 28,000 members of a public safety communications organization, specifically those that use the member-driven, online communications forums maintained by the organization. Additionally, the target population included the approximately 500 members of a public safety communicator group hosted on a national social media platform. The aggregated survey developed using the three validated and reliable instruments and the researcher developed demographic questionnaire was distributed to both platforms concurrently and was open for two weeks. The sample for this study was the public safety communicators from the communications forum of the industry organization and the members of the social media group that responded to the survey. Site authorization and recruitment. Site authorization was obtained from the industry organization to post a link to the survey in their online, member-driven communications forum using the proper forms. (Appendix A). The site authorization includes the topic and purpose of the study, a request for the researcher to post a link to the general communications forum no more than once per week for five weeks. Site authorization was obtained from the administrator of the public safety communicator group (Appendix A).

The social media group selected for data collection is a private group dedicated to public safety communicators, and the researcher is a member of this group. While there was a chance that a member of the social media group could respond to the posting, this did not occur, and the researcher has no way to identify any participants. This did not erase any ethical considerations that could arise. According to Lijadi and van Schalkwyk (2015), while social media sites require any users to accept certain terms of service, it is

still important for a researcher to communicate the terms of participation in the research, what data will be collected, and how the data were used. This requirement was met by posting a recruitment flyer in the social media group open forum and a link to the online survey instrument, which included the informed consent statement at the beginning of the survey. The selected social media site requires group facilitators and organizers to protect certain user rights and privacy, and while the researcher is not a facilitator or organizer, the same requirement was adhered to for this study.

Sample size. The sample size for this quantitative correlational study was computed using G*Power (Faul et al., 2009). Using an alpha error of 0.05, a medium effect size, and a statistical power of 0.80, the suggested sample size computer by G*Power is 68 (Appendix E). To accommodate for data attrition and significant outliers, the suggested sample size was increased by 20% bringing the actual target sample size to 82. Site authorization was obtained from the public safety industry organization and the public safety communicator group administrator using the appropriate forms. The researcher made an initial post in the general communications forum of the public safety industry organization and a second post seven days later, for a total of 2 posts. One post was made in the public safety communicator group hosted on a national social media site. After 2 weeks, a total of 115 responses had been received. After data cleaning and data attrition due to one significant outlier, the final sample size for this study was 94 ($N = 94$).

Sampling strategy. This study used a voluntary response sampling strategy. A voluntary response sampling strategy allowed the researcher to post a link to the collection instrument online in a communicator forum of a national public safety

communicators forum and to a social media hosted group. The members of the forum and social media group had the choice to participate or not. To potentially improve response rates, the researcher posted the recruitment material in two consecutive weeks on the national public safety communications forum and posted concurrently in the public safety communicators group on the social media platform. The chosen sampling strategy returned an adequate number of responses that met the criteria for inclusion and exceeded the minimum sample size needed for this study.

Instrumentation

This study used three validated instruments, the turnover intention scale 6-item version (Roodt, 2004), the survey of perceived organizational support (Eisenberger et al., 1986), and the emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015) to answer the research questions. Additionally, a researcher developed demographic questionnaire was used to collect data to add a level of context to the results and to describe the participants. The research questions are described below followed by a more in-depth discussion of each instrument.

Research questions. The research questions and hypotheses for this study were developed from the gap in research. Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there was a need to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States.

RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention?

$H1_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly predict Employee Turnover Intention.

H1a. Emotional Dissonance and Perceived Supervisors' Support significantly predict

Employee Turnover Intention.

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant?

H2$_0$. Emotional Dissonance does not significantly predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant.

H2a. Emotional Dissonance significantly predicts Employee Turnover Intention while

holding Perceived Supervisors' Support constant.

RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee

Turnover Intention while holding Emotional Dissonance constant?

H3$_0$. Perceived Supervisors' Support does not significantly predict Employee

Turnover Intention while holding Emotional Dissonance constant.

H3a. Perceived Supervisors' Support significantly predicts Employee Turnover

Intention while holding Emotional Dissonance constant.

Instrumentation theoretical foundations. Three separate instruments were

identified for this study. The instrumentation is clarified below, and the theories behind

those instruments are described. The emotional dissonance subscale of the emotional

labor scale (Andela & Truchot, 2016; Andela et al., 2015) helped answer Research

Questions 1 and 2 by determining if the respondent experiences emotional dissonance in

their daily job. The survey of perceived organizational support (Eisenberger et al., 1986)

helped answer Research Questions 1 and 3 by determining if the respondent perceives

support from their supervision. The turnover intention scale 6 item version (Roodt, 2004)

was used to answer all 3 research questions, providing the needed data to determine the

level of employee turnover intention that the respondents exhibit, and allowed for cross-referencing that data with those data collected from the other two instruments.

Turnover intention scale 6 item version. The turnover intention scale (Roodt, 2004), 6-item version uses a 5-point Likert Scale ranging from 1 (never, very satisfying, highly unlikely or always) to 5 (always, totally dissatisfying, highly likely, and never) to measure an employee's desire to leave a job voluntarily. Using a common scoring schematic of 1 – 5, a high score would suggest a high level of turnover intention while a low score would suggest that the employee has low or no intent to leave the job. The TIS was originally introduced in an unpublished document by Professor Gert Roodt in 2004. The full scale was published by Jacobs and Roodt (2008) as a 14-item scale and then again by Martin and Roodt (2008) as a 15- item scale. The authors were focused on increasing the scientific reliability of turnover intention scales, as most scales were between one and three items, and they suggested that those scales were lacking the necessary substance. The turnover intention scale (TIS-6) was published and tested for reliability and validity by Bothma and Roodt (2013). The authors reported a Cronbach's alpha of .81, within the range of reliability and validity of .70-.95 (Tavakol & Dennick, 2011).

While never clearly identifying the theoretical foundations of the TIS-6 in research, both of Roodt's articles were based on the theory of planned behavior (Ajzen, 1991). The theory behind the TIS-6 was further clarified by Dr. Roodt in the letter granting permission for its use in this study (Appendix D). The theory of planned behavior suggested that planned behavior is a good predictor of actual behavior, or that someone will do what they say they will do (Ajzen, 1991). In a qualitative study

concerning the success of entrepreneurs in small and medium-sized businesses, Talebi et al. (2020) investigated the success indicators within the theory of planned behavior to determine if actual behavior versus planned behavior could be predicted by mental capacity or personal attitudes and beliefs. In a quantitative study, Skoglund et al. (2020) used the theory of planned behavior as the foundation for examining the factors that lead to pharmaceutical students' intentions to attend lectures. This study focused on employee turnover intentions and with the strong theoretical backing of the theory of planned behavior driving the TIS-6, it is seen as a valuable and useful instrument for this topic.

Survey of perceived organizational support. The survey of perceived organizational support (Eisenberger et al., 1986) uses eight questions and a 7-point Likert Scale ranging from 1 (strongly agree) to 7 (strongly Disagree) to evaluate an employee's perception of supervisors' support. Four items in this survey are reverse scored. Using a common scoring scheme of 1 – 7, a high score would suggest that the employee perceives a strong level of support from their organization and supervisor while a low score would suggest a lack of support being perceived. This survey is based on a full version of 36 items, and a pre cursor to the shortened version of 16 items. Eisenberger and his co-authors did not clearly identify the theory that the survey was based on, suggesting only that the emotion-based theories of organizational support should be combined into a social-based theory of organizational support (Eisenberger & Fasolo et al., 1990; Eisenberger & Huntington et al., 1986).

The reliability of the survey of perceived organizational support was tested by Eder and Eisenberger (2008) and was shown to be reliable with a Cronbach's alpha score of .83, within the range of reliability and validity of .70-.95 (Tavakol & Dennick, 2011).

Confusion may exist as to the naming convention of the survey. The original survey was named the survey of perceived organizational support and was 36 items. The shortened versions, both the 16 and 6 items scales, have used the terms organizational and supervisors interchangeably depending on the variable that is being studied. While this study was focused on perceived supervisors' support, it is more appropriate to continue with the original naming convention of the instrument and refer to the instrument as the survey of perceived organizational support.

Emotional dissonance subscale of the emotional labor scale. The emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015) uses four questions and a 5-point Likert Scale ranging from 1 (strongly agree) to 5 strongly disagree) to evaluate an employees' emotional dissonance. Using a common scoring schematic of $1 - 5$, a high score would suggest the respondent has a high level of emotional dissonance while a low score would suggest either low or no emotional dissonance. The theory behind the emotional dissonance subscale of the emotional labor scale was the emotion regulation theory (Gross, 1998). The emotion regulation theory (Gross, 1998) suggested that there are five points of regulation of emotions

1. Selection of the situation

2. Modification of the situation

3. Deployment of attention

4. Change of cognitions

5. Modulation of responses

The emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015) drew considerably on the emotion regulation theory as the authors desired to create a scale that was easy to understand, did not provide

dramatic or performance type choices, yet delivered a result that was consistent and reliable. Gu, Wang, and You (2020) investigated the idea that recovery experiences moderate the impact of work stressors on the well-being of preschool teachers. To measure participant's emotional dissonance, Gu et al. (2020) used the emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015). Gu et al. (2020) reported a Cronbach's alpha of .84, suggesting high reliability and internal consistency. As each scale listed in this section has been shown useful, a determination should be made as to the validity of and reliability of each to affirm the appropriateness for use in this study.

Validity (for Quantitative Studies)

This study used three validated and reliable instruments for gathering data. The emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015) helped answer Research Questions 1 and 2 by determining if the respondent experiences emotional dissonance in their daily job. Huguenotte, Andela, and Truchot (2016) conducted a quantitative study using the emotional dissonance subscale of the emotional labor scale to study, in part, job demands and job resources among nurses. Huguenotte et al. (2016) reported that the subscale showed consistent validity. The test of validity for this subscale was reported as part of a construction of a larger scale to measure job burnout using eight subscales developed by the authors. Permission to use this scale was obtained and can be found in Appendix D.

The survey of perceived organizational support (Eisenberger et al., 1986) helped answer Research Questions 1 and 3 by determining if the respondent perceives support from their supervision. In addition to validity reported by Eisenberger et al. (1986),

Edwards and Peccei (2015) reported validity of the survey of perceived organizational support as part of their research into organizational identification and employee outcomes. Zumrah and Boyle (2014) used the survey of perceived organizational support to study how organizational support impacted job satisfaction. Zumrah and Boyle (2014) reported that the survey was valid, the loading estimates were statistically significant, and the average variance extracted exceeded 50%. Permission to use this scale was obtained and can be found in Appendix D.

The turnover intention scale 6-item version (Roodt, 2004) was used to answer each research question, providing the needed data to determine the level of employee turnover intention that the respondent exhibits and allowed for cross-referencing those data with data collected from the other two instruments. In a quantitative study specifically designed to test the validity of their instrument, Bothma and Roodt (2013) used the TIS-6 to longitudinally measure actual turnover versus intentions and reported that the TIS-6 was valid and appropriate to measure turnover intention consistently and accurately. Validity of instrumentation in quantitative research is important to ensure that the research, or in this case, the current research, answers the questions being asked and the results can be trusted as accurate (Jordan, 2018). Permission to use this scale was obtained and can be found in Appendix D.

Reliability (for Quantitative Studies)

Reliability in quantitative research refers to the capacity of a specific measure to deliver consistent results when equal values are involved (Faremi, 2016; Haradhan, 2017). When instrumentation is viewed as reliable, the consistency of results when the research is duplicated or replicated is expected to be trustworthy and accurate (de Souza,

Alexandre, & Guiradello, 2017). Reliability as a measurement of an instrument varies, but most researchers agree that a reliability coefficient close to 1.0 is viewed as reliable (Sliwinski et al., 2018). Additionally, a reliability coefficient below .70 is considered unreliable for scientific research (Boyaci & Atalay, 2016; Tavakol & Dennick, 2011). Cronbach's alpha has been used consistently in research to determine the internal consistency of the tests to make sure that correlations and errors are measured appropriately, and the questions being asked are well correlated to each other (Tavakol & Dennick, 2011). Each of the instruments used in this study are discussed below.

Turnover intention scale 6-item version. The TIS was originally introduced in an unpublished document by Professor Gert Roodt in 2004. The full scale was published by Jacobs and Roodt (2008) as a 14-item scale and then again by Martin and Roodt (2008) as a 15- item scale. The authors were focused on increasing the scientific reliability of turnover intention scales as most scales were between 1 and 3 items, and they suggested that those scales were lacking the necessary substance. The turnover intention scale (TIS-6) was published and tested for reliability and validity by Bothma and Roodt (2013). The authors reported a Cronbach's alpha of .81, within the range of reliability and validity of .70-.95 (Tavakol & Dennick, 2011). In a quantitative study investigating the relationships between recruiter burnout, work engagement, and turnover intention, Ivanovic, Ivancevic, and Maricic (2020) reported that the TIS-6 returned a Cronbach's alpha of 0.711, showing reliability for the study that they were conducting.

Coetzee and Munro (2016) conducted a quantitative, cross-sectional study examining the relationships between work-life balance, job satisfaction, and turnover intentions of technology employees in South Africa. Coetzee and Munro (2016) used the

TIS-6 and reported a Cronbach's alpha of 0.88 for their study, indicating high reliability. Jaw, Akkadechanunt, and Wichaikum (2020) studied how to work climate impacted turnover intentions in nurses in Gambia. Jaw et al. (2020) reported that the TIS-6 had high reliability for their study with a Cronbach's alpha of .80. Rahman (2020) conducted a quantitative study investigating the relationship between job satisfaction and turnover intention in Bangladesh. Rahman reported a Cronbach's alpha of 0.843, indicating a good reliability for their study. For this study, if the reliability coefficient reported as Cronbach's alpha (a) is between 0.70 and 0.95 ((Tavakol & Dennick, 2011) the internal consistency of the instrument will be viewed as reliable. Past research indicates that the TIS-6 is a consistently reliable instrument to measure employee turnover intention in diverse geographical environments and with a diverse sample.

Survey of perceived organizational support. The survey of perceived organizational support (Eisenberger et al., 1986) uses eight questions and a 7-point Likert Scale ranging from 1 (strongly agree) to 7 (strongly disagree) to evaluate an employee's perception of supervisors' support. This survey is based on a full version of 36 items, and a pre-cursor shortened version of 16 items. Eisenberger and his co-authors did not clearly identify the theory that the survey was based on, suggesting only that the emotion-based theories of organizational support should be combined into a social-based theory of organizational support (Eisenberger & Fasolo et al., 1990; Eisenberger & Huntington et al., 1986). Wang, Liu, Zou, Hao, and Wu (2017) conducted a quantitative study investigating occupational stressors, perceived organizational support, and psychological capital with the work engagement of Chinese female nurses. Wang et al. (2017) reported a Cronbach's alpha of 0.88, indicating high reliability for their study.

The reliability of the survey of perceived organizational support was tested by Eder and Eisenberger (2008) and was shown to be reliable with a Cronbach's alpha score of .83, within the range of reliability and validity of .70-.95 (Tavakol & Dennick, 2011). Additionally, Arneguy, Ohana, and Stinglhamber (2018) conducted a quantitative study in which they investigated the role of perceived organizational support and workplace identification in France. Arneguy et al. (2018) reported Cronbach's alpha of 0.88, indicating a high level of internal consistency and reliability for their study. Qi, Liu, Wei, and Hu (2019) conducted a quantitative study examining perceived organizational support as a mediator for inclusive leadership and employees' innovative behavior. Qi et al. (2019) reported a Cronbach's alpha of 0.952, which they considered to show good reliability and internal consistency. Zeng, Zhang, Chen, Liu, and Wu (2020) conducted a quantitative study of the influence of perceived organizational support on police officers' burnout. Zeng et al. (2020) reported a Cronbach's alpha of 0.75 indicating good reliability and internal consistency. For this study, if the reliability coefficient reported as Cronbach's alpha (a) is between 0.70 and 0.95 (Tavakol & Dennick, 2011) the internal consistency of the instrument will be viewed as reliable. Past research indicates that the survey of perceived organizational support is a consistently reliable instrument to measure organizational and supervisors' support in diverse geographical environments and with a diverse sample.

Emotional dissonance subscale of the emotional labor scale. The emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015) uses four questions and a 5-point Likert Scale ranging from 1 (strongly agree) to 5 strongly disagree) to evaluate an employees' emotional dissonance. The theory behind

the emotional dissonance subscale of the emotional labor scale was the emotion

regulation theory (Gross, 1998). The emotional dissonance subscale of the emotional

labor scale (Andela & Truchot, 2016; Andela et al., 2015) drew considerably on the

emotion regulation theory as the authors desired to create a scale that was easy to

understand, did not provide dramatic or performance type choices, yet delivered a result

that was consistent and reliable.

Andela, Truchot, and Huguenotte (2018) investigated the reliability of their scale

while conducting a quantitative study on emotional dissonance and elderly abuse. Andela

et al. (2018) reported a Cronbach's alpha of 0.86 indicating high reliability. Gu et al.

(2020) used the emotional dissonance subscale of the emotional labor scale (Andela &

Truchot, 2016; Andela et al., 2015) to investigate the impact of work stressors on the

well-being of preschool teachers. Wang et al. (2020) reported a Cronbach's alpha or .84

for the scale, which suggested high reliability. For the purposes of this study, if the

reliability coefficient reported as Cronbach's alpha (a) is between 0.70 and 0.95 (Tavakol

& Dennick, 2011) the internal consistency of the instrument was viewed as reliable. Past

research indicates that the emotional dissonance subscale of the emotional labor scale is a

consistently reliable instrument to measure emotional dissonance in diverse geographical

environments and with a diverse sample.

Data Collection and Management

Data collection and management plans are important to make sure that this study

used approved processes and procedures as well as adhering to accepted data collection

techniques. This section discusses the permissions that were be obtained, an overview of

the sample, and sampling procedures, as well as the data collection process and data

storage requirements. This section also includes a priori sample size calculated using the

parameters of $a = .05$, power $= .80$, and a medium effect size ($f = .15$). The following

sections highlight the processes and procedures used for this study.

Permissions.

1. IRB Permission was obtained using the current approval process of Grand Canyon University.

2. Permission was obtained to post a completed, consolidated survey instrument in the member-driven communications forums of a national public safety industry organization.

3. Permission was obtained from the administrator of a public safety communicator group hosted on a national social media platform to post a completed, consolidated survey instrument on the group forum.

4. Informed consent was obtained as part of the consolidated survey instrument. Respondents were presented with a question to agree to the terms of the informed consent statement to continue. Any respondent that selected disagree was redirected to a disqualification page and did not have access to any further questions.

5. Permission was obtained to use all three instruments from the authors of those instruments (Appendix D)

Sample.

1. According to G* Power calculations conducted this study needed a minimum of 68 respondents. To account for data attrition and significant outliers, the required minimum sample size was increased by 20% to 82. A total of 115 responses were received. After data cleaning and organizing and testing for outliers, the final sample size for this study was 94 (N = 94). The target population was public safety communicators who use the general communications forums of a national public safety industry organization, and members of a public safety communicator group on a national social media platform. The researcher posted a message with a link to the consolidated survey on each collection site.

2. Informed consent was obtained at the beginning of the online consolidated survey and a response of agree was required to continue.

Data collection.

1. A consolidated survey was created using an SurveyMonkey, and a link was posted in the general communications forum of a national public safety member-

driven organization, and in a public safety communicator group hosted on a national social media site.

2. After one post on the social media public safety communicator group, and two posts over two consecutive weeks on the communications forum of the national public safety industry organization, 115 responses were received. After data cleaning and preparation and testing for outliers, the total sample size for this study was 94 ($N = 94$). This is a completion rate of 81.7%.

3. When the participants clicked the link to the survey from either collection site, they were taken to a welcome page explaining the research and they were asked to provide informed consent by clicking agree after reading the informed consent statement.

4. If the participants decided to click disagree after reading the informed consent statement, they were taken to a thank you page and informed that they were not proceeding with the survey.

5. If the participants clicked yes after reading the informed consent statement, they were taken to the first step of the survey, which requested demographic information.

6. When the participants completed the demographic information, they were taken to the first data collection instrument, the emotional dissonance subscale of the emotional labor scale (Andela et al., 2015).

7. When the participants completed the first data collection instrument, they were taken the second instrument, the survey of perceived organizational support (Eisenberger et al., 1986).

8. When the participants completed the second data collection instrument, they were taken to the third instrument, the turnover intention scale 6-item version (Roodt, 2004).

9. When the participants completed the third instrument, they were taken to a thank you page, thanking them for their time and providing them the researchers' contact information should they have had any questions or concerns about their participation. One participant contacted the Institution Review Board to request a change to one choice for a demographic question. IRB contacted the research and advised that this change needed to be made and no modification to the IRB materials was required. The requested change was made.

10. Data were downloaded from the SurveyMonkey as a Microsoft Excel file and reviewed for completeness.

11. Incomplete responses were removed from the Microsoft Excel file and archived. A total of 95 responses were imported into SPSS.

Data collection timeline.

1. Obtained IRB Approval

2. Confirmed all site approvals were obtained and documented appropriately.

3. Posted recruitment materials and a link to the survey on the general communications forum of the public safety communications industry organization – Week 1

4. Posted recruitment materials and a link to the survey on the general communications forum of the public safety communications industry organization and the public safety communicator group on the national social media site - Week 2

5. Closed the survey and downloaded the results – Week 3

Data storage.

1. After processing results, all data were saved to a backup hard drive and a private, secure cloud-based drop box and then removed from the standalone personal computer.

2. The backup hard drive will be stored in a fireproof safe for three years.

3. No data for this study was printed.

4. After three years, data will be deleted from the drop box and the hard drive will be erased.

Data Analysis Procedures

The purpose of this quantitative correlational study was to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. The following research questions and hypotheses were based on the theoretical foundations of the job demands-resources theory (Bakker & Demerouti, 2017) and guided this quantitative correlational study.

RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention?

H1$_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly

predict Employee Turnover Intention.

H1a. Emotional Dissonance and Perceived Supervisors' Support significantly predicts

Employee Turnover Intention.

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant?

H2$_0$. Emotional Dissonance does not significantly predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant.

H2a. Emotional Dissonance significantly predicts Employee Turnover Intention while

holding Perceived Supervisors' Support constant.

RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee

Turnover Intention while holding Emotional Dissonance constant?

H3$_0$. Perceived Supervisors' Support does not significantly predict Employee

Turnover Intention while holding Emotional Dissonance constant.

H3a. Perceived Supervisors' Support significantly predicts Employee Turnover

Intention while holding Emotional Dissonance constant.

To answer the above research questions and test the associated hypotheses, data

had to be collected, prepared, cleaned, and organized for investigation.

Data preparation and cleaning. The following variables were used in this study.

Emotional Dissonance is a continuous-interval predictor variable defined as the

difference between emotions felt and emotions that are required to be displayed. (Konze

et al., 2017). Perceived Supervisors' Support is a continuous-interval predictor variable

defined as the support received from supervisors concerning the daily performance of the

job (Zito et al., 2018). Employee Turnover Intention is a continuous-interval criterion

variable defined as the intent of an individual to voluntarily leave their place of work

(Naidoo, 2018). Data were collected using three validated instruments. The operational

measure for emotional dissonance was the emotional dissonance subscale of the

emotional labor scale (Andela & Truchot, 2016). The operational measure for Perceived

Supervisors' Support was the survey of perceived organizational support (Eisenberger et

al., 1986). Lastly, the operational measure for Employee Turnover Intention was the

turnover intention scale 6-item version (TIS-6) (Roodt, 2004). Permission was obtained

for the use of each instrument (Appendix D).

   Data cleaning. Data for this study were collected using a combined survey that

included each instrument listed above. After receiving the results, the data were

downloaded into a Microsoft Excel spreadsheet and examined for completeness. Any

responses that were not complete were not included in the analysis, but the data were

saved for archiving. The remaining data were imported into SPSS and, the variables were

named appropriately to be associated with each instrument and question number for

appropriate scoring.

   Data screening of assumptions. With data cleaning complete, data screening was

conducted to test the assumptions of multiple linear regression using SPSS. The

assumptions are listed below.

1. The study must have a continuous criterion variable. This variable is Employee
   Turnover Intention, which is a continuous-interval level of measure.

2. The study must have two or more predictor variables. This study has two
   continuous-interval, predictor variables, Emotional Dissonance and Perceived
   Supervisors' Support.

3. The study must have independence of observations. This assumption was tested in
   SPSS Statistics using the Durbin-Watson statistic. To show independence of

observations, the values of the Durbin-Watson statistic should report close to two out of a range of zero to four (Laerd Statistics, 2015). The Durbin-Watson statistic for this study was 2.042, which does not violate this assumption.

4. The study must show a linear relationship between the criterion variable and both predictor variables individually and collectively. Individually, this assumption was tested using partial regression plots. Collectively, this assumption was tested using a scatterplot of the studentized residuals against the predicted values. A linear relationship was shown to exist between the predictor variables and the criterion variable both independent ally and collectively. This assumption was not violated.

5. The data must show homoscedasticity of residuals. This was tested by conducting a visual examination of a plot of studentized residuals against unstandardized predicted values (Laerd Statistics, 2015). If the plot shows residuals with near linearity, then homoscedasticity exists, however, if the residuals increase or decrease significantly, homoscedasticity does not exist. The plot showed near linearity. This assumption was not violated.

6. The data must not show multicollinearity. This assumption was tested by inspecting correlation coefficients and tolerance values. Correlation coefficients for the predictor variables should not exceed 0.7. Additionally, the tolerance values for collinearity should be 0.1 or greater (Laerd Statistics, 2015). Correlation coefficients did not exceed 0.7, and tolerance values were all greater than 0.1. This assumption was not violated.

7. The data must not show significant outliers, high leverage points, or highly influential points. This assumption was tested by detecting outliers using casewise diagnostics and studentized deleted residuals in SPSS. Leverage points were checked in SPSS Statistics and influential points were checked for using Cook's Distance. One significant outlier was detected and removed from the results using SPSS case section tool. The assumption was tested again and no significant outliers, high leverage points, or highly influential points existed. This assumption was not violated.

8. Residuals must approximate and be normally distributed. This assumption was tested by visual inspection of a histogram with a superimposed normal curve, and P-P Plot. Residuals were normally distributed. This assumption was not violated.

   Demographic questionnaire. The following demographic data were collected.

1. Age

2. Gender Identity

3. Current Type of Communications Center the respondent is working for.

4. Length of Service in the Industry

Descriptive statistics of demographic data. Using the demographic data collected as previously listed, the frequency of the demographic variable is presented to show a correlation, if any, exists between the demographic variables and the results of the study. The descriptive findings were calculated before assumption testing occurred.

Descriptive statistics of study variables. The descriptive information for the study variables of Emotional Dissonance Perceived Supervisors' Support, and Employee Turnover Intention, were presented with the mean, median, standard deviation, minimum and maximum values, skewness, and kurtosis.

Scale reliability. Cronbach's alpha for each instrument used in this study was presented. The Cronbach's alpha for each instrument was within the range of .70-.95, which is considered reliable (Tavakol & Dennick, 2011).

Hypothesis testing. The research questions were the basis for testing the hypotheses.

Research question 1. The first hypothesis addressed the question of to what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention?

H1$_0$. Emotional Dissonance and Perceived Supervisors' Support do not

significantly predict Employee Turnover Intention.

To answer the above-listed research question, a multiple linear regression was conducted. The multiple linear regression determined that the predictor variable of Emotional Dissonance (X_1), and the predictor variable of Perceived Supervisors' Support (X_2), significantly predicted the criterion variable of Employee Turnover Intention ($\hat{Y}$). The following equation was used as the model: $\hat{Y} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + E$.

The process of standard multiple linear regression using the enter method was utilized. An *F*-test was conducted to measure if the predictor variables predict the criterion variable. R^2 was used to understand how much variance in the criterion variable was accounted for by the predictor variables. The *t*-test was used to identify the significance of each predictor. The beta-coefficients (β_0, β_1, and β_2) were analyzed to determine the magnitude of prediction for each predictor variable.

The process of testing the hypothesis included a visual inspection of the correlations table. If the correlations table showed a reported level of significance (*p*) less than .05 ($a = .05$) then $H1_0$ would have been rejected in favor or $H1_a$ ($p < a$ will reject $H1_0$). In contrast, if after visual inspection, the coefficients table showed a reported level of significance (*p*) greater than .05 ($a = .05$) then the results fail to reject $H1_0$.

Research question 2. The second hypothesis test addressed the question of to what extent, if any, does Emotional Dissonance predict Employee Turnover Intention while holding Perceived Supervisors' Support constant?

$H2_0$. Emotional Dissonance does not significantly predict Employee Turnover Intention while holding Perceived Supervisors' Support constant.

To answer the above-listed research question, a multiple regression was conducted. The regression analysis determined if the predictor variable of Emotional Dissonance (X_1), predicts the criterion variable of Employee Turnover Intention ($\hat{Y}$), while holding the predictor variable of perceived organizational support (X_2) constant. An *F*-test was used to measure if the predictor variable predicts the criterion variable. The multiple correlation coefficient of determination (R^2) was used to understand how much variance in the criterion variable can be accounted for by the predictor variable.

The *t*-test was used to identify the significance of the predictor variable (X_1). The beta-coefficients (β_0, β_1, and β_2) were analyzed to determine the extent to which X_1 predicts $\hat{Y}$ while holding X_2 constant. After analyzing the coefficients table output, the squared semi-partial correlation showed the extent to which X_1 can explain the variance in $\hat{Y}$ while holding X_2 constant.

The process of testing the hypothesis included a visual inspection of the correlations table. If the correlations table showed a reported level of significance (p) less than .05 ($a = .05$) then $H2_0$ would have been rejected in favor of $H2_a$ ($p < a$ will reject $H2_0$). In contrast, if after visual inspection, the correlations table showed a reported level of significance (p) greater than .05 ($a = .05$) then the results fail to reject $H2_0$.

Research question 3. The third hypothesis addressed the question of to what extent, if any, does Perceived Supervisors' Support predict Employee Turnover Intention while holding Emotional Dissonance constant?

$H3_0$. Perceived Supervisors' Support does not significantly predict Employee

Turnover Intention while holding Emotional Dissonance constant.

To answer the above-listed research question, multiple linear regression was conducted. The regression analysis determined if the predictor variable of Perceived Supervisors' Support (X_2), predicts the criterion variable of Employee Turnover Intention ($\hat{Y}$), while holding the criterion variable of Emotional Dissonance (X_1) constant. An *F*-test was used to measure if the predictor variable predicts the criterion variable. The multiple correlation coefficient of determination (R^2) was used to understand how much variance in the criterion variable can be accounted for by the predictor variable. The *t*-test was used to identify the significance of the predictor variable X_2. The beta-coefficients

(β_0, β_1, and β_2) were analyzed to determine the extent to which X_2 predicts $\hat{Y}$ while holding X_1 constant. After analyzing the coefficients table output, the squared semi-partial correlation showed the extent to which X_2 can explain the variance in $\hat{Y}$ while holding X_1 constant.

The process of testing the hypothesis included a visual inspection of the correlations table. If the correlations table showed a reported level of significance (p) less than .05 ($a = .05$) then $H2_0$ would have been rejected in favor of $H2_a$ ($p < a$ will reject $H2_0$). In contrast, if after visual inspection, the correlations table showed a reported level of significance (p) greater than .05 ($a = .05$) then the results fail to reject $H2_0$.

Ethical Considerations

Site authorization was obtained from each data collection site to post a link to the survey in their online, member-driven communications forum (Appendix A). Informed consent was built into the survey as the first question to be answered. The informed consent statement explained the rights of the participants and the option to decline participation in order to protect the participants to any extent possible (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Identifiable information was not collected, therefore there was no more than minimal risk for participants. No questions within the survey asked for any identifiable information, such as agency name, geographic location, name, or online identity or username for any program or forum. The data collection process included posting a link to the survey in a member-driven, industry organizations'

online general communications forum and as a post in a public safety communicator

group hosted on a national social media platform.

Compliance with the Belmont Report (National Commission for the Protection of

Human Subjects of Biomedical and Behavioral Research, 1979) is a critical step to

maintaining an ethical study. This study followed the requirements of the Belmont

Report. This study did not seek to investigate any suspect of vulnerable populations,

children, or use methods that could easily and readily identify participants in any manner.

Per the Belmont Report, this study qualified for Exemption 45 CFR 46.104(d)(2) for

educational tests, surveys, interviews, or observation of public behavior.

Ethical concerns, such as job-based retaliation, harassment, or unfair treatment

in the workplace are no more than minimal risk due to the anonymous nature of the

survey. Informed consent was obtained as the first item of the aggregated survey

instrument using the text of the informed consent document (Appendix C). Any

respondents that clicked the disagree button were taken to a disqualification page and

exited from the survey. No further action was necessary from the respondents. If the

respondents clicked the agree to button, it was assumed that they accepted the terms of

the informed consent document (Appendix C), and they were taken the data collection

portion of the instrument.

When data were downloaded from SurveyMonkey, it was saved as a Microsoft

Excel spreadsheet. All data were organized and cleaned, then the data were imported

into SPSS for analysis. No data were printed for analysis. Electronic data will be

stored on a secure, private drop box and a secondary copy will be stored on an

exclusive external hard drive locked in a fireproof safe for a period of three years. The

researcher will be the only person with access to the data stored, either physically or by digital means.

Limitations and Delimitations

This section provides an overview of the limitations and delimitations of this study.

Limitations. Limitations are the identified weaknesses of this study (Simon, 2011). The limitations of the research may be uncontrolled factors, or those associated with choices made by the researcher, but either way, must be identified to provide context and scope of the research (Theofanidis & Fountouki, 2018). This study was limited to a quantitative research methodology. For the purposes of this study, a quantitative methodology was appropriate and allowed the researcher to gather data in a timely manner, and to use statistical analysis to report the results. A qualitative methodology could have been used to gather more insight into the experiences of the target sample. A qualitative methodology may have provided more insight into the reason's communicators leave their organizations. Additionally, a qualitative methodology would have given the researcher an opportunity to explore not only employee turnover intentions, but if a longitudinal process had been used, the researcher could have shown how many communicators leave their job within a specific time frame. Time constraints were a major factor in conducting research with a qualitative methodology.

A correlational design was chosen for this study. The researcher acknowledges that a correlational design has limitations. In a correlational design, there is not a vantage point whereby the researcher can determine specific reasons behind the relationships that were uncovered. With one variable being supervisors' support, if the correlation with low

employee turnover intentions is high, there could be other factors not demonstrated that could cause the employee turnover intention to increase. Also, a correlational design does not provide any insight into the differences of personality or work ethic to determine certain factors that may lower employee turnover intention. Another limitation of this study was the self-reporting factor. Self-reporting assumes all answers to all survey items are accurate and honest. Self-reporting on an instrument, such as those that were used, is only indicative of the time that the instrument was used and cannot consider any factors outside of that one moment in time.

  Delimitations. Delimitations are the parameters that helped define the scope of this study (Simon, 2011). The delimitations were identified by the researcher to clearly categorize the scope of the research being undertaken, and any boundaries that may have existed due to variable selection, methodology, design, instrumentation, or other factors involved (Theofanidis & Fountouki, 2018). The researcher acknowledged the following delimitations for this study. This study was designed to collect data at one point in time from public safety communicators working in the United States. The type of communications centers was one delimitation that the researcher acknowledged as this limited the generalization of results to the public safety communications industry. The research design also allowed the researcher to focus solely on the research questions being asked and kept the focus on the relationships between the variables. This allowed the researcher to focus solely on the variables noted. A broader design, such as causal comparative would have required the researcher to compare different groups in terms of a specific descriptive statistic, such as age. In the context of this study, the researcher assumed all respondents were equal and therefore the variables affect each similarly.

Summary

Chapter 3 provided an in-depth discussion of the methodology used in this study. First, the introduction provided an overview of the chapter and the structure of each section. Next the problem, it was not known to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support, was identified in the context of the study, and the research questions were noted with the associated hypotheses. The variables were identified and classified as criterion or predictor. The predictor variable of Emotional Dissonance, or the exhibition of emotions that are different than those that are being felt by the individual (Fiabane et al., 2019), was viewed as having a positive influence on employee turnover intention. In contrast, the predictor variable of Perceived Supervisors' Support, or the perception that supervision is genuinely concerned with the employee's well-being and performs actions that support this perception (Horan et al., 2018), was viewed as having a negative influence on employee turnover intention. The criterion variable of Employee Turnover Intention, or the intent to voluntarily leave a current job (Dwiyanti et al., 2019), was viewed as the outcome associated with the negative impacts of a job, such as emotional dissonance.

Each of the instruments used were identified and discussed as appropriate. Validity and reliability were shown with associated statistics using past research and data published by the authors of the instruments. The emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015) helped answer Research Questions 1 and 2 by determining if the respondents experience emotional dissonance in their daily job. The survey of perceived organizational support

(Eisenberger et al., 1986) helped answer Research Questions 1 and 3 by determining if the respondents perceived support from their supervisors. The turnover intention scale 6-item version (Roodt, 2004) helped answer all 3 research questions, providing data to determine the level of employee turnover intention that the respondents exhibit, and allowed for cross-referencing those data with data collected from the other two instruments.

The data analysis section underscored the process for evaluating and analyzing the data that were collected. Next, a discussion of the limitations and delimitations occurred, specifically noting limitations due to the methodology and design of this study. For the purposes of this study, a quantitative methodology was appropriate and allowed the researcher to gather data in a timely manner and to use statistical analysis to report the results. A correlational design was chosen for this study. The researcher acknowledged that a correlational design has limitations. In a correlational design, there is not a vantage point whereby the research can determine specific reasons behind the relationships that were uncovered. Chapter 4 provides an in-depth discussion of the results of this study.

Chapter 4: Data Analysis and Results

Introduction

 The purpose of this quantitative correlational study was to determine to what extent, if any, Employee Turnover Intention could be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. Emotional dissonance was measured using the emotional dissonance subscale of the emotional labor scale (Andela & Truchot, 2016; Andela, et al., 2015). Perceived Supervisors' Support was measured using the survey of perceived organizational support (Eisenberger, et al., 1986). Employee Turnover Intention was measured using the turnover intention scale 6-item version (TIS-6) (Roodt, 2004).

 The population for this study was the 28,000 members of a national public safety communications organization, specifically those that participate in the online, member-driven communications forum, and the 500 members of a public safety communicators group on a major social media platform. The researcher analyzed the collected data using multiple linear regression to answer the following research questions and to test the associated hypotheses:

 RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention?

 $H1_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly predict Employee Turnover Intention.

 H1a. Emotional Dissonance and Perceived Supervisors' Support significantly predicts Employee Turnover Intention.

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant?

H2_0. Emotional Dissonance does not significantly predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant.

H2a. Emotional Dissonance significantly predicts Employee Turnover Intention while

holding Perceived Supervisors' Support constant.

RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee

Turnover Intention while holding Emotional Dissonance constant?

H3_0. Perceived Supervisors' Support does not significantly predict Employee

Turnover Intention while holding Emotional Dissonance constant.

H3a. Perceived Supervisors' Support significantly predicts Employee Turnover

Intention while holding Emotional Dissonance constant.

Data were collected using an online survey hosted on SurveyMonkey. The survey

was the combination of the three data collection instruments described in Chapter 3.

Additionally, demographic data were collected using a 4-item demographic questionnaire

developed by the researcher. The data were downloaded from SurveyMonkey as a

spreadsheet. This allowed the researcher to clean the data before importing it into SPSS

v.27 for analysis. A total of 115 participants agreed to the informed consent statement

and began taking the survey. After removing incomplete data sets from the mix, a total of

95 participants' data were selected for analysis.

During initial assumption testing, after reviewing the case wise diagnostics, one

case was identified to have high influence and was deemed an extreme outlier. After

viewing the complete response data for this case, the researcher decided to exclude this

case from the results. The process of removing this case from the results was completed using the select case feature in SPSS v.27 and filtering out the case number associated with the response. The final sample for this study was 94 ($N = 94$). The remainder of this chapter will describe the participants of this study and present the results along with the procedures that were used to analyze the data. Lastly, a summary of this chapter is presented that highlights the key results and the process of analyzing those results.

Descriptive Findings

To understand the nature of the sample for this study, it was necessary to collect demographic information from each participant. The collection of demographic information and descriptive data allowed the researcher to add context and substance to the results. Additionally, this section will discuss the descriptive statistics for the variables of interest, Emotional Dissonance, Perceived Supervisors' Support, and Employee Turnover Intention.

Descriptive statistics of study participants. This section presents the descriptive data for the study participants that were collected using the demographic questionnaire. The data is presented with frequencies and percentages for each of the questions. The questions in the demographic questionnaire collected data identifying the participant's age range, gender identity, type of public safety communications center in which they work, and their years of service in the industry.

As identified above, the total sample size for this study was 94 ($N = 94$). Most respondents were female ($n = 64$, 68.1%). The remainder of the sample identified as either male ($n = 29$, 30.9%) or transgender ($n = 1$, 1.1%). The most prominent age range of participants was 35-44 ($n = 34$, 36.2%). Additionally, 25.5% of participants age range

was 25-34 (*n* = 24). 61.7% of respondents indicated they worked in a consolidated

communications center (*n* = 58). 30.9% indicated that they worked for a law enforcement

communications center (*n* = 29). Most respondents reported a length of service with a

range of 1-5 years (*n* = 24, 25.5%). The descriptive statistics for this study are

summarized in Table 1.

Table 1.

Frequency Table for Descriptive Statistics (N = 94)

	Frequency	Percent
Gender		
Female	64	68.1
Male	29	30.9
Transgender	1	1.1
Age		
25-34	24	25.5
35-44	34	36.2
45-54	20	21.3
55-64	16	17
Communications Center Type		
Law Enforcement	29	30.9
Fire Department	2	2.1
Emergency Medical Services	1	1.1
Consolidated	58	61.7
Other – Not Listed	4	4.3
Years of Service		
Less than 1 Year	3	3.2
1-5 Years	24	25.5
6-10 Years	15	16
11-15 Years	20	21.3

Note. Researcher Developed Demographic Questionnaire

Descriptive statistics for variables of interest. The variables of interest in this

study were Employee Turnover Intention, Emotional Dissonance, and Perceived

Supervisors' Support. Employee Turnover Intention is a continuous interval criterion

variable. Emotional Dissonance and Perceived Supervisors' Support are continuous

interval predictor variables. Employee Turnover Intention had the highest mean ($M =$

3.40) followed by perceived supervisors' ($M = 3.26$) and lastly Emotional Dissonance (M

$= 2.32$). Descriptive statistics for variables of interest are summarized below in Table 2

Table 2.

Descriptive Statistics for Variables of Interest (N = 94)

Variable	Mean	Median	SD	Min	Max	Skewness	Kurtosis
Employee Turnover Intention	3.40	3.50	.87	1.33	5.00	-.358	-.143
Emotional Dissonance	2.32	2.25	.77	1.00	4.25	.641	.308
Perceived Supervisors' Support	3.26	3.12	1.68	1.0	7.0	.604	-.490

Scale reliability. According to Tavakol and Dennick (2011), an instrument or

scale is shown as reliable if the reported Cronbach's alpha is within a range of .70-.95.

The turnover intention scale 6-item version (TIS-6) was used to measure Employee

Turnover Intention. The Cronbach's alpha score for the TIS-6 was within the acceptable

and reliable range at .87 ($a = .87$). The emotional dissonance subscale of the emotional

labor scale was used to measure emotional dissonance. The Cronbach's alpha score for

the emotional dissonance subscale of the emotional labor scale was within the acceptable

and reliable range at .75 ($a = .75$). The survey of perceived organizational support was

used to measure Perceived Supervisors' Support. Reverse coding was used for four items

on the survey of perceived organizational support. The Cronbach's alpha score for the

survey of perceived organizational support was within the acceptable and reliable range

at .95 ($a = .95$). Scale reliability is summarized in Table 3.

Table 3.

Cronbach's Alpha for All Scales

Variable	a	Number of Items
Employee Turnover Intention	.870	6
Emotional Dissonance	.750	4
Perceived Supervisors' Support	.956	8

Data Analysis Procedures

The data analysis for this study was based on the three research questions and associated hypotheses. Each research question was tested using multiple linear regression analysis due to the inclusion of one continuous interval criterion variable and two continuous interval predictor variables. First, assumption testing was required to determine if multiple linear regression analysis was suitable for this study.

Assumption Testing. The first two assumptions for a multiple linear regression have been met by having a continuous-interval criterion variable, Employee Turnover Intention, and two continuous-interval predictor variables, Emotional Dissonance and Perceived Supervisors' Support. The third assumption tested was the independence of observations. The Durbin-Watson statistics for this study reported as 2.042, which is in range for meeting independence of observations out of a range of 1 – 3.

The fourth assumption to test was that there must be a linear relationship between the criterion variable and both predictor variables individual and collective. Individually, this assumption was tested by a visual inspection of the partial regression plots. A linear relationship was found to exist for both predictor variables as shown in Figure F1 and Figure F2 (Appendix F). Collectively, this assumption was tested by visual inspection of a scatterplot of studentized residuals against the unstandardized predicted values. A linear

relationship was found to exist collectively as shown in Figure F3 (Appendix F). A visual inspection of the scatterplot of studentized residuals against the unstandardized predicted values (Figure F3) also showed that there was homoscedasticity, which did not violate assumption number 5 (Appendix F).

To test assumption number 6, the data must not show multicollinearity, a visual inspection of the correlations table was necessary to determine if any of the predictor variables were highly correlated to each other. Both values for the predictor variables were less than 0.7 as shown in Table 4. Additionally, the coefficients table was inspected and both predictor variables had tolerance values above .01 as shown in Table 5.

Table 4.

Collinearity Statistics

Variable	Emotional Dissonance	Perceived Supervisors' Support
Emotional Dissonance	1.000	.328
Perceived Supervisors' Support	.328	1.000

Table 5.

Tolerance Values

Variable	Tolerance
Emotional Dissonance	.892
Perceived Supervisors' Support	.892

As noted earlier, when preparing data for analysis, a significant outlier was detected using casewise diagnostics. Case 37 showed a standardized residual greater than ±3. After further inspection of the specific case, it was filtered out of the results using the select cases feature in SPSS. To test assumption number 7, the remaining cases ($N = 94$) were used for data analysis. Using casewise diagnostics, no other multivariate outliers, highly influential, or high leverage points were detected using the filtered data set ($N =$

94). A visual inspection of the studentized deleted residuals did not show any further cases with a residual greater than ±3. An inspection of the leverage values in SPSS did not show any leverage points as all values were less than 0.2. An inspection of the Cook's Distance Values in SPSS showed all values <1, indicating no influential points.

To check for normality, a visual inspection of a histogram (Figure F4) with a superimposed normal curve showed that residuals appear to be normally distributed (Appendix F). A visual inspection of a Normal P-P Plot (Figure F5) of Regression Standardized Residual indicated that residuals are approximately normal distributed (Appendix F). The assumption of normality is not violated. With assumptions testing and the data analysis procedures identified, the results of the study are presented below.

Results

This study utilized three research questions to investigate the problem of it was not known to what extent, if any, Emotional Dissonance and Perceived Supervisors' Support can predict Employee Turnover Intention. The sample for this study were the respondents to an online survey accessed from the general communications forum of a national public safety member-driven organization and members of a public safety communications group on a national social media platform. Out of 115 respondents that started the survey, after data cleaning and preparation, 95 complete surveys were initially selected for analysis. After the first round of assumptions testing, one extreme outlier was identified and excluded from the results. This outlier case was filtered out of the data being analyzed in SPSS. After filtering out the outlier, the final sample size was 94 ($N = 94$). Per the computed a priori sample size the minimum sample size for this study was calculated to be 68 (Appendix E). After adjusting for data attrition, the minimum sample

size needed was increased to 82. Since the final sample size was 94 ($N = 94$), a post hoc power analysis was not performed. The results of this study are presented below.

Research question 1. The first hypothesis test addressed the research question of to what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention. The following hypotheses were considered.

$H1_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly

predict Employee Turnover Intention.

$H1_a$. Emotional Dissonance and Perceived Supervisors' Support significantly predicts

Employee Turnover Intention.

To answer Research Question 1 and test the associated hypotheses, a standard multiple linear regression was conducted. The data is summarized in Table 6 and Table 7. The results showed that $F(2,91) = 92.64$, $p < .001$, and $R^2 = 0.67$, indicating a statistically significant relationship. Approximately 67% of the variance in Employee Turnover Intention can be explained by Emotional Dissonance and Perceived Supervisors' Support. Since the predictability of Employee Turnover Intention by both predicator variables was statistically significant ($p < .001$, $a = .05$), $H1_0$ was rejected in favor of $H1_a$.

Table 6.

Model 1 Summary

Model	R	R^2	Adj. R^2	R^2 Change	F	$df1$	$df2$	Sig. F Change	Durbin Watson
1	.819	.671	.663	.671	92.64	2	91	<.001	2.042

Research question 2. The second hypothesis test addressed the research question of to what extent, if any, does Emotional Dissonance predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant. The following hypotheses were considered.

H2$_0$. Emotional Dissonance does not significantly predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant.

H2a. Emotional Dissonance significantly predicts Employee Turnover Intention while

holding Perceived Supervisors' Support constant.

To answer Research Question 2, and test the associated hypotheses, multiple linear regression was performed. The data is summarized in Table 7. The unstandardized beta coefficient for Emotional Dissonance ($B = -0.39$) indicated that a one-unit increase in Emotional Dissonance would decrease Employee Turnover Intention by 0.39 units. The squared semi-partial correlation ($sr^2 = -.326$) indicated that Emotional Dissonance explained a 32.6% variance in Employee Turnover Intention while holding Perceived Supervisors' Support constant. The t value was significant for Emotional Dissonance ($t = 5.422$, $p < .001$), rejecting H2$_0$ in favor of H2$_a$.

Research question 3. The third hypothesis test addressed the research question of to what extent, if any, does Perceived Supervisors' Support predict Employee Turnover Intention while holding Emotional Dissonance constant. The following hypotheses were considered.

H3$_0$. Perceived Supervisors' Support does not significantly predict Employee

Turnover Intention while holding Emotional Dissonance constant.

H3a. Perceived Supervisors' Support significantly predicts Employee Turnover

Intention while holding Emotional Dissonance constant.

To answer Research Question 3, and test the associated hypotheses, multiple linear regression was conducted. The data is summarized in Table 7. The unstandardized beta coefficient for Perceived Supervisors' Support ($B = -0.33$) indicated that a one-unit increase in Perceived Supervisors' Support would decrease Employee Turnover Intention by .33 units. The squared semi-partial correlation ($sr^2 = -.603$) indicated that Perceived Supervisors' Support explained a 60.3% variance in Employee Turnover Intention while holding Emotional Dissonance constant. The t value was significant for Perceived Supervisors' Support ($t = -10.016$, $p < .001$), rejecting H3$_0$ in favor of H3$_a$.

Table 7.

Coefficients Tables

Variable	B	Std. Error	B	t	p	Partial	Part	Tolerance	VIF
(Constant)	5.39	.174		30.90	<.001				
Emotional Dissonance	-.39	.072	-.35	-5.42	< .001	-.49	-.326	.89	1.12
Perceived Supervisors' Support	-.33	.033	-.64	-10.01	< .001	-.72	-.603	.89	1.12

Summary

This quantitative correlational study investigated to what extent, if any, Emotional Dissonance and Perceived Supervisors' Support could predict Employee Turnover Intention in public safety communicators in the United States. Using three research questions, this study employed standard multiple linear regression analysis. A total of 115 responses were received from the survey distributed online using SurveyMonkey. After attrition of data due to significant outliers and incomplete response, the sample size for this study was 94 ($N = 94$). The calculated a priori sample size using G*Power was 68 As

discussed previously, the a priori sample size was increased by 20% to 82 to account for data attrition due to significant outliers. The final sample size of 94 ($N = 94$) exceeded the adjusted minimum sample size of 82.

Research Question 1 was addressed using multiple linear regression analysis. The results showed that Emotional Dissonance and perceived supervisors significantly predicted Employee Turnover Intention, accounting for approximately 67% of the variance in Employee Turnover Intention. $H1_0$ was rejected in favor of $H1_a$. Research Question 2 was addressed using multiple linear regression analysis. The results showed that Emotional Dissonance significantly predicted Employee Turnover Intention while holding Perceived Supervisors' Support constant. $H2_0$ was rejected in favor of $H2_a$. Research Question 3 was addressed using multiple linear regression analysis. The results showed that Perceived Supervisors' Support significantly predicted Employee Turnover Intention while holding Emotional Dissonance constant. $H3_0$ was rejected in favor of $H3_a$.

This study was limited by the nature of the data collection process. Specifically, the self-reporting nature of the instrument could lead to interpretation bias. Even with a similar work environment and measures in place to ensure the instrument is readable for all adults, the respondents may interpret the questions differently potentially skewing the results. Additionally, this study was limited by the data collection occurring at one point in time, not longitudinally. Lastly, this study was limited by the sampling strategy being volunteer in nature and through an online format. This limitation may not provide a strong cross-section of the target population as results could be weighted by certain geographical locations. Chapter 4 presented the methods of data analysis, demographic

data, and the results. Chapter 5 presents an overall summary of the study and conclusions

that can be made. Additionally, Chapter 5 presents potential implications of the study,

both theoretical and practical, and recommendations for future research.

Chapter 5: Summary, Conclusions, and Recommendations

Introduction and Summary of Study

Public safety communications centers in the United States are suffering from a staffing crisis that is placing a burden on the employee, the organizations, and the communities which they are tasked with protecting (APCO, 2018). As the role of a public safety communicator is integral to the safe and efficient response to emergency calls for service, stabilizing and improving on the staffing issues is a large focus of leaders within the industry (APCO, 2005, 2009, 2018). Since actual employee turnover is difficult to measure in the public safety communications industry from a correlational aspect, the topic of employee turnover intention was the focus. The strain of working in a job that requires the repeated exposure to human trauma without the ability to resolve that trauma takes its toll on public safety communicators, in many cases leading to voluntarily leaving the job (Blisker et al., 2019).

This study was based on the job demands-resources theory (JD-R) (Bakker & Demerouti, 2014, 2017) which proposed that every job has a set of demands and a set of resources that can help alleviate those demands in some capacity. For this study, the continuous interval variable of Emotional Dissonance was categorized as a job demand under the JD-R). Emotional dissonance, or the requirement to display emotions that are different than those felt (Fiabane et al., 2019), has been linked to higher levels of stress, and in various industries, employee turnover intention (Zito et al., 2018). The continuous interval variable of Perceived Supervisors' Support was categorized as a job resource. Perceived supervisors' support, or the level of value that employees perceive supervision places on their contributions to the organization, and how much the supervisors show

concern about the employees' health and well-being, has been shown to have a negative correlation with employee turnover intention (Purba & Fawzi, 2019). The continuous interval criterion variable of Employee Turnover Intention completed the model of the theory as the potential negative outcome in the model. Employee turnover intention, or the intent to voluntarily leave a job but not currently at the point to make that decision (Kadek & Sri, 2019; Shafique et al., 2018) has been shown to be a strong predictor of actual employee turnover (Boudlaie et al., 2020; Naidoo, 2018; Yang et al., 2019).

The purpose of this quantitative correlational study was to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. The target population for this study was the 28,000 members of an industry organization who utilize the organizations' online communications forums, and the 500 members of a public safety communicator group on a national social media site. Based on the recommendations of Zito et al. (2018), Hom et al. (2017), and Hague et al. (2019), there was a need to investigate to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support in public safety communicators in the United States. The following research questions guided this study.

RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention?

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover Intention while holding Perceived Supervisors' Support constant?

RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee Turnover Intention while holding Emotional Dissonance constant?

This study used a quantitative methodology, which allowed the researcher to test if relationships exist between the identified variables (Bloomfield & Fisher, 2019). A correlational design was used so the researcher could assess those potential relationships without manipulating the variables. This study used three reliable, and valid instruments and a researcher-developed demographic questionnaire, to collect data. The variable of Emotional Dissonance was operationalized using the emotional labor subscale of the emotional labor scale (Andela & Truchot, 2016; Andela et al., 2015). The variable of Perceived Supervisors' Support was operationalized using the survey of perceived organizational support (Eisenberger et al., 1986). The variable of Employee Turnover Intention was operationalized using the turnover intention scale 6-item versions (Roodt, 2004). The remainder of Chapter 5 will present a summary of the results, conclusions, theoretical implications, practical implications, future implications, strengths and weaknesses of this study, and recommendations for future research.

Summary of Findings and Conclusion

This quantitative correlational study was focused on examining the problem of it was not know to what extent, if any, Employee Turnover Intention can be predicted by Emotional Dissonance and Perceived Supervisors' Support. The population for this study was public safety communicators in the United States. The target population for this study was the approximately 28,000 members of an industry organization that use the organizations' online communications forum, and the 500 members of a public safety communicator group hosted on a national social media site. Data were collected for this study using a consolidated survey instrument made up of three validated and reliable instruments, and a researcher-designed demographic questionnaire. Data were collected

using SurveyMonkey. After data cleaning and organizing, 95 data sets were imported into SPSS for analysis. During testing of assumptions, 1 case was disqualified due to being a significant outlier. The final sample for this study was 94 ($N = 94$).

Multiple linear regression analysis was conducted to help answer each research Question. The results of the multiple linear regression analysis indicated a statistically significant predictive relationship between both predictor variables, Emotional Dissonance, and Perceived Supervisors' Support, and the criterion variable of Employee Turnover Intention.

Research question 1. Research Question 1 and the null hypothesis are listed below with additional analysis.

RQ1. To what extent, if any, do Emotional Dissonance and Perceived Supervisors' Support predict Employee Turnover Intention?

$H1_0$. Emotional Dissonance and Perceived Supervisors' Support do not significantly predict Employee Turnover Intention.

The process of testing the hypothesis showed that $F(2,91) = 92.64$, $p < .001$, and $R^2 = 0.67$. This indicated that 67% of the variance in Employee Turnover Intention could be explained by Emotional Dissonance and Perceived Supervisors' Support. Emotional Dissonance showed a significant negative relationship with Employee Turnover Intention: $B = -.039$, $t = -5.42$, $p < .001$. These results indicated on average a one-unit increase in Emotional Dissonance decreased Employee Turnover Intention by .035 units. Perceived Supervisors' Support significantly predicted Employee Turnover Intention, $B = -0.33$, $t = -10.02$, $p < .001$. This indicated that on average, a one-unit increase of Perceived Supervisors' Support will decrease the value of Employee

Turnover Intention by 0.33 units. After analyzing the results, $H1_0$ was rejected in favor of $H1_a$.

The correlation between both predictor variables and the criterion variable were in a negative direction. Perceived Supervisors' Support showed a significant negative relationship with Employee Turnover Intention: $B = -0.33$, $t = -10.02$, $p < .001$. This result was not surprising or unexpected as past research has been consistent with this result (Azis et al., 2019; Priyowidodo et al., 2019). Emotional Dissonance showed a significant negative relationship with Employee Turnover Intention: $B = -.39$, $t = -5.42$, $p < .001$. This result was unexpected due to the negative correlation. While Zito et al. (2018) found that Emotional Dissonance was a positive predictor of Employee Turnover Intentions, the sample for that study worked in a customer service communications center. The sample for this study answer and process emergency calls for service in communications centers associated with law enforcement (30.9%), fire departments (2.1%), emergency medical services (1.1%), and communications centers associated with some combination of the three (61.7%), or an unidentified type of public safety communications center (4.3%). The nature of the job of a public safety communicator could shed light on the negative correlation.

Answering and processing emergency calls for service is a profession that requires specific professional skills, including the ability to envisage an emergency scene simply by talking to a caller, quickly determine necessary resources to respond to the emergency scene (Linderoth et al., 2019), and to provide necessary instructions that could protect the life and property of the caller or those involved in the emergency (Riou, Ball, Williams, Whiteside, & Cameron et al., 2018; Riou, Ball, Williams, Whiteside, &

O'Halloran et al., 2017). The results of this research question could advance the understanding of how public safety communicators react to emotional dissonance that they may deal wDeleith on the job. This study followed most past research in assuming emotional dissonance had a negative effect on employees (Zito et al. 2018) but as Schiable (2018) found that police officers used emotional dissonance as a coping mechanism to keep their private and professional lives separate. While emotional dissonance was observed in the sample for this study, the respondents may use that dissonance as a similar coping mechanism.

The results of this research question could advance scientific knowledge in the area of emotional dissonance and employee turnover intention, specifically in the target population of public safety communicators. The negative correlation of emotional dissonance and employee turnover intention is both scientifically important to the body of knowledge or the sample, but also interesting in a practical manner. This study provides evidence that leaders within the industry could use, showing that even personnel who are not considering leaving their job may experience emotional dissonance. Additionally, that emotional dissonance may lower the chance of the employee leaving their job. Since emotional dissonance has been shown to cause high levels of stress leading to both physical and mental problems (Elfering et al., 2018; Klimley et al., 2018), leaders needed evidence to help them make better decisions to mitigate those problems. Practical, theoretical, and future implications are discussed more in-depth later in this chapter.

Research question 2. Research Question 2 was answered using multiple linear regression analysis and is listed below.

RQ2. To what extent, if any, does Emotional Dissonance predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant?

H2$_0$. Emotional Dissonance does not significantly predict Employee Turnover

Intention while holding Perceived Supervisors' Support constant.

The results showed that Emotional Dissonance significantly predicted Employee

Turnover Intention while holding Perceived Supervisors' Support constant: The

standardized beta coefficient for Emotional Dissonance ($B = -0.39$) indicated that a one-

unit increase in Emotional Dissonance would decrease Employee Turnover Intention by

0.39 units. The squared semi-partial correlation ($sr^2 = .326$) indicated that Emotional

Dissonance explained a 32.6% variance in Employee Turnover Intention while holding

Perceived Supervisors' Support constant. The t value was significant for Emotional

Dissonance ($t = -5.422$, $p < .001$), rejecting H2$_0$ in favor of H2$_a$.

The results of Research Question 2 were not unexpected. Zito et al. (2018) found

that emotional dissonance was a predictor of employee turnover intention, however the

direction of the relationship was positive. Research Question 2 did not ask about the

direction of the relationship, only if there was statistically significant relationship

predictability while holding Perceived Supervisors' Support constant. This is an

important finding for this study. The negative effects of emotional dissonance have

shown to be detrimental to the physical and mental health of individuals when exposed to

that dissonance over a long period of time. While most research identified in the literature

review highlighted a positive influence of emotional dissonance on employee turnover

intention, Alrawadieh et al. (2020) found that the requirement to display positive

emotions in customer service-based industries helped workers create a fun and relaxing environment and did not lead to negative employment outcomes.

In the sample for this study, the negative direction of the relationship between emotional dissonance could potentially be explained by the work environment itself. Public safety communicators accepted a job that they knew to be high stress and required a professional demeanor throughout the workday. It is feasible that holding to that requirement is seen as a sense of accomplishment. Also, the sample was surveyed in August 2021, more than 18 months after the onset of a global pandemic that has changed the employment landscape and had a tremendous effect on the physical and mental health of many. During this time, public safety communicators have learned to deal with increased requirements to keep themselves and their families safe by working under strict safety protocols. The pandemic could have influenced the desire to change jobs during this time because the job market could not support that change. Furthermore, when the job market started to recover, public safety communicators, specifically the sample surveyed, may have developed coping mechanisms that have not yet been identified.

It would be interesting to research the effect that the pandemic has had on the employee turnover and employee turnover intentions in not only public safety communicators, but multiple industries. Regardless, the negative effects of emotional dissonance are still considered to be impactful and leaders within the public safety communications industry should consider developing programs to help alleviate some of those negative impacts. The results of Research Question 2 could contribute to the scientific knowledge about emotional dissonance as, specifically showing that this sample, and assuming wide generalization in the target population, suffer the negative

effects of that dissonance. This study also can add knowledge that relates to the Job

Demands-Resources Theory (JD-R) (Bakker & Demerouti, 2014, 2017). As a job demand

for this study, emotional dissonance was found to be a significant predictor of employee

turnover intention when controlling for another variable. This result could help bolster

the known job demands associated with the JD-R.

 Research question 3. Research Question 3 was answered using multiple linear

regression analysis and is listed below.

 RQ3. To what extent, if any, does Perceived Supervisors' Support predict Employee

   Turnover Intention while holding Emotional Dissonance constant?

 $H3_0$. Perceived Supervisors' Support does not significantly predict Employee

   Turnover Intention while holding Emotional Dissonance constant.

 The results showed that Perceived Supervisors' Support significantly predicted

Employee Turnover Intention while holding Emotional Dissonance constant. The

unstandardized beta coefficient for Perceived Supervisors' Support ($B = -0.33$) indicated

that a one-unit increase in Perceived Supervisors' Support would decrease Employee

Turnover Intention by .33 units. The squared semi-partial correlation indicated that

Perceived Supervisors' Support explained a 60.3% variance in Employee Turnover

Intention while holding Emotional Dissonance constant. The t value was significant for

Perceived Supervisors' Support ($t = -10.016$, p < .001), rejecting $H3_0$ in favor of $H3_a$.

 The results of Research Question 3 were not unexpected. Multiple researchers

have found that perceived supervisors' support was a predictor of or mitigating factor for

employee turnover intention (Kim et al., 2019; Zito et al., 2018). Research Question 3 did

not ask about the direction of the relationship, only if there was statistically significant

predictability while holding Emotional Dissonance constant. The results of Research

Question 2 could contribute to the scientific knowledge about perceived supervisors'

support, specifically showing that this sample, and assuming wide generalization in the

target population, had a lower desire to leave their job as perceived supervisors' support

increased. This study also can add knowledge that relates to the Job Demands-Resources

Theory (JD-R) (Bakker & Demerouti, 2014, 2017). As a job resource for this study,

perceived supervisors' support was found to be a significant predictor of employee

turnover intention when controlling for another variable. This result could help bolster

the known job resources associated with the JD-R. With the results of this study

discussed, an overview of the practical and theoretical implications is necessary.

Implications

Public safety communications centers across the United States are currently

suffering a staffing crisis that is not only causing stress and anxiety among public safety

communicator, but also putting the public at risk (APCO, 2018). Leaders within the

public safety communications industry need real solutions to the staffing crisis, but

without a fundamental understanding of the reasons behind employee turnover, they may

not be able to develop those solutions. This study investigated two variables, Emotional

Dissonance and Perceived Supervisors' Support, to determine if they could predict

Employee Turnover Intention in public safety communicators. The results of this study

showed that both predictor variables significantly predicted Employee Turnover

Intention. The implications of this study are discussed below.

Theoretical implications. This study was based on the job demands-resources

theory (JD-R) (Bakker & Demerouti, 2017, 2017). The JD-R suggested that jobs have a

specific set of demands that can cause negative effects for the employees, and a set of resources that could help those employees cope with the demands. The results of this study showed that the job demand of emotional dissonance existed in the sample but had a negative correlation to the expected outcome of employee turnover intention. This finding could add context to researching public safety communications personnel using the JD-R, indicating that a single job demand may not be enough to cause a negative outcome. The results did confirm the JD-R by showing that emotional dissonance existed within the sample, but the direction of the correlation did not prove it was significant job demand within the theory.

The negative correlation that Emotional Dissonance had with Employee Turnover Intention was the exact opposite result found by Zito et al. (2018), with the only difference being the type of communications center in which the sample works. This indicates that in contrast to customer service communications centers employees, public safety communicators may have developed productive job crafting skills which help them transform job demands into productive job challenges that improve their sense of purpose on the job (Bakker, 2018). In this sample, it could be that other job resources combined with the investigated job resource of perceived supervisors' support could mitigate the effect of emotional dissonance on employee turnover intention. Additionally, as noted earlier, the pandemic could have had an impact on the sample for this study and coping mechanisms or reasons for the negative direction have yet to be identified by research.

The results of this study showed that perceived supervisors support was a significant negative predictor of employee turnover intention. Within the JD-R, perceived supervisors' support was a job resource. The result was expected and followed suit with

the idea that job resources can help lower negative outcomes of employees (Bakker & Demerouti, 2017). As with Zito et al. (2018), this study used the JD-R as a framework to develop the research questions and associated hypotheses. The research questions asked specifically about the predictability of employee turnover intention using the variables of Emotional Dissonance and Perceived Supervisors' Support. Like Zito et al. (2018), this study found perceived supervisors' support helped lower employee turnover intentions. As a job resources, this is in line with the suggestions of the JD-R. Theoretically, the results of this study could add a layer of knowledge to the research that is being conducted in public safety communications centers related to employee turnover intention, actual employee turnover, and a multitude of leadership related research topics that can be deemed as support from supervision.

Practical implications. The public safety communications industry is an under researched population. This study focused on the need to better understand employee turnover intentions of public safety communicators in order to provide a pathway for leaders to address what has been called a staffing crisis which is putting stress and strain on the target population and potentially endangering the public (APCO, 2018). This study could provide leaders within the industry evidence to develop programs that may improve the well-being of their employees with a long-term goal of lower actual employee turnover.

The negative correlation of Emotional Dissonance with Employee Turnover Intention may provide leaders with knowledge that is needed to help the employees who are remaining or not considering leaving. The sample for this study showed evidence of emotional dissonance, which has been shown to cause negative impairments, both

physical and mental (Taxer & Frenzel, 2017). For health and wellness purposes, leaders

may have evidence to support developing wellness programs that could help deal with the

long-term effects of emotional dissonance. Past research has shown individuals that

suffer from emotional dissonance may be less likely to help others in need (Park et al.,

2019). Public safety communications work is all about helping others (Lilly et al., 2019)

leading to a need to better understand this dissonance and to develop mechanisms to

counteract the negative effects. Additionally, leaders may find evidence that could help

them develop communications strategies that reinforce the objective of helping others

and in turn, potentially improving employee performance.

The results of this study could provide leaders with evidence needed to lobby for

and begin development of leadership training to help their leaders become better at

supporting employees in the public safety communications industry. If perceived

supervisors' support consistently shows a negative correlation with employee turnover

intention, then it is reasonable to suggest increasing that support could help mitigate other

demands of the job. Leaders within public safety communication centers struggle with

employee turnover and need every tool possible to help stabilize their organizations so

they can provide the best service possible.

Future implications. This study found that both emotional dissonance and

perceived supervisors' support had a negative correlation with employee turnover

intention in public safety communicators. Future research could focus on specifically

which types of support from supervisors may have the greatest impact. Additionally, if

researchers could use or develop instruments to measure levels of actual support versus

basing support on the perception of employees, they may be able to show fluctuations

between perception and what an organization may define as reality. This approach could help organizations understand what may be working and what may not be working.

This study did not find a positive correlation with Emotional Dissonance and Employee Turnover Intention. The negative direction of the correlation between Emotional Dissonance and Employee Turnover Intention was unexpected. In terms of research, this could be addressed by replication of this, or similar studies using a larger sample or an alternate methodology and design. The negative correlation could exist across the population but due to the size of the sample for this study ($N = 94$) it is also possible that a larger sample size may have given a different result. For practitioners in public safety communications, the negative correlation of Emotional Dissonance and Employee Turnover Intentions presents a challenge. Leaders within the industry are already tasked with developing programs for dealing with on-the-job stress, and adding an additional layer of concern, personnel working with emotional dissonance which has shown to cause long-term negative effects to their quality of life, will need to be incorporated into their future plans.

Strengths and weaknesses of the study. The researcher identified three primary limitations of this study. First, data were collected using a self-reporting instrument. The researcher must first assume that all responses provided were honest and that the respondents understood the questions as they related to their job. There is no way to determine if the respondents had any particular bias towards the questions, toward their own situation, or toward their supervisors' which they were considering while answering some of the items in the survey. Second, the data provided from the self-reporting instrument is only valid for that point in time, not providing an avenue for answers to

change in the future, for measurement purposes. With data being bounded to one moment in time, there is no avenue to measure if employee turnover intentions lead to actual employee turnover. Additionally, if situations changed within the workplace, support from supervision increased, or another variable helped change the intent to voluntarily leave the job, this information can never be known, therefore weakening the results of this study.

The sampling strategy chosen by the researcher, volunteer, was also a limitation of this study. A volunteer sampling strategy provided an adequate number of responses to analyze the data ($N = 94$) but also hindered the diversity of the sample. The only members of the population were members of the public safety communicators group hosted on a national social media site, and the members of an industry organization who use the general communications forum hosted by that organization. While the data collection sites where volunteer sampling was implemented accounts for approximately 29,000 individuals, the entire population is estimated at 98,500. It is not known how diverse the target population is in relation to geographic location, which may hinder results from being generalized to the entire population.

One strength of this study was the use of multiple predictor variables, Emotional Dissonance and Perceived Supervisors' Support. The investigation of employee turnover intention including only one variable may not have had as much significance to the body of knowledge or to leaders in the industry. For instance, including Emotional Dissonance and Perceived Supervisors' Support as predictor variables allowed the researcher to determine if Employee Turnover Intention could be predicted collectively by both predictor variables and individually by holing the other variable constant.

Another potential strength of this study was that it confirmed results of past

research attributing perceived supervisors support to lower employee turnover intention.

Similar to this study, past research has shown that a higher level of perceived

supervisors' support results in a lower level of employee turnover intention (Hiton et al.,

2019; Priyowidodo et al., 2019). Emotional dissonance as a variable in turnover intention

research in public safety communications was all but non-existent. The addition of

Emotional Dissonance as a predictor variable bolstered the results by showing that it does

exist in the sample, regardless of the direction of the correlation. Based on the

quantitative methodology, correlational design, reliable and validated instrumentation,

and results consistent with past research, the results of study seem to be reliable and

credible.

Recommendations

The results of this quantitative correlational study answered three specific

research questions based on a quantitative methodology, correlational design, and using

the job demands-resources theory as a foundation. The results have been discussed in

relation to the research questions and the general target population, but it is also

appropriate to view the results in terms of how future researchers may approach the topic

of employee turnover intentions in public safety communicators. Additionally, as this

research focused on a sample that worked in public safety communications centers,

leaders within that industry could use the results of this study to help improve employee

well-being and lower employee turnover intentions. Recommendations for future

research and future practice are discussed below.

Recommendations for future research. One weakness of this study was that data were collected at one point in time, which means that the respondents may give a different answer in the future. Future research could use a quantitative methodology with a correlational design with two stages of data collection if access to the same sample could be secured. The first stage of data collection could be similar to data collected in this study while the second stage of data collection could be at a set date in the future. The researchers could then compare the results of both stages of the study to determine how employee turnover intention changes over time if there is any correlation to the changes and the predictor variables of Emotional Dissonance and Perceived Supervisors' Support. Future research could also approach this study's research topic using a qualitative methodology with a phenomenological design. A phenomenological design would allow researchers to collect data from personnel who have voluntarily left the job of public safety communicator. A phenomenological design would provide the researcher with real world experiences from public safety communicators, and at least for the sample, explain what lead to their departure from the job.

Future research using the same variables as this study could be completed to determine if one predictor variable has mitigating properties against the other predictor variable and the criterion variable. Using a quantitative methodology and correlational design, researchers could investigate if perceived supervisors' support could act as a mediator for emotional dissonance. This would be an interesting direction for the research topic which could identify how employee turnover intentions could be lowered. One weakness of this study was the use of a self-reporting instrument. To improve on using a self-reporting instrument, researchers could collect archival data on actual

employee turnover along with any data that is provided through exit interviews to help determine if there are common root causes of actual employee turnover.

The results of this study identified members of the sample worked in multiple types of public safety communications centers. An interesting approach to future research could investigate the same variables using a quantitative methodology and correlational design, but focus on a sample that worked in one particular type of public safety communications center. This approach could help identify what causes employee turnover in those specific types of communications centers so leaders could have a tailored set of data for their specific needs. To address the staffing crisis in the public safety communications industry, additional research into the topics of employee turnover and employee turnover intention could address any number of variables. The more data that can be gathered on the phenomenon, the more insight practitioners and leaders can gain into how best address the staffing challenges. The sheer lack of research in the public safety communications industry creates endless possibilities to expand the knowledge base and in turn, provide valuable information to help the industry grow and maintain success in the future.

Recommendations for future practice. This study focused on the topic of employee turnover intentions in public safety communicators in the United States. The results of this study indicated that both Emotional Dissonance and Perceived Supervisors' Support could predict Employee Turnover Intentions in public safety communicators. While the research can add to the existing knowledge to several areas of research, leaders within the public safety communications industry may benefit from this study's results. The finding that Emotional Dissonance has a negative correlation with Employee

Turnover Intention was both an interesting, and important finding. If personnel are working in public safety communications centers are suffering long-term negative effects of emotional dissonance, leaders may have data that could support action. To help alleviate the negative effects of emotional dissonance, leaders within the industry could develop comprehensive employee wellness programs that provide front line personnel with an outlet to lessen those negative effects. Specifically, leaders could consider offering flexible break times after difficult calls, the creation of safe, quiet spaces within the communications center building to allow for decompression, and offering additional benefits such as flexible personal time off to be used for self-care.

Another group that could benefit from the results of this study are those officials who govern the operation of public safety communications centers. As noted in chapter one, the industry uses taxpayer dollars to effectively operate the public safety communications systems. With data supporting that perceived supervisors' support could lower voluntary employee turnover intentions, governing authorities could improve funding for public safety communications centers, adding funds to provide leadership training, communications training, and training concerning the well-being of employees so they can identify the signs associated with increased stress. Leaders that operate member-driven industry organization would use the results of this research to develop industry level standards to help address both the negative effects of emotional dissonance and the need to improve perceived supervisors' support. Standards driven by industry organizations are common, and many are in the process of developing standards for employee well-being programs. The results of this study may provide information that could assist in the development or expansion of those standards.

This study has only touched one small piece of the puzzle associated with addressing the industry-wide staffing crisis, but the researcher is hopeful that some information can be used to address the issues of staffing in the future. With the latest employee turnover research in public safety communications centers showing a 29.5% turnover rate industry wide (APCO, 2018), the current staffing crisis is not just a workplace problem, it is a public safety concern that should garner attention from leaders at all levels of government. If left unsolved, the safety of our communities could be in jeopardy for the foreseeable future.

References

Ababneh, K. (2020). Effects of met expectations, trust, job satisfaction, and commitment on faculty turnover intentions in the United Arab Emirates (UAE). The *International Journal of Human Resource Management, 31*(2), 303-334.

Abate, J., Schaefer, T., & Pavone, T. (2018). Understanding generational identity, job burnout, job satisfaction, job tenure, and turnover intention. *Journal of Organizational Culture, Communications and Conflict, 22*(1), 1-12.

Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2019). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters, 10*(3), 641-652.

Adesubomi, A. (2018). Impact of employees' job insecurity and employee turnover on organizational performance in private and public sector organizations. *Studies in Business and Economics, 13*(2), 5-19.

Adil, A., Kanwal, A., Ghayas, S., & Khan, A. (2019). Effect of ego depletion and expectancy beliefs on working memory, problem solving, task persistence, and performance. *Pakistan Journal of Psychological Research, 34*(2), 233-253.

Adil, M., & Hamid, K. (2020). Effect of teamwork on employee performance in high-tech engineering SME's of Pakistan: a moderating role of supervisor support. *South Asian Journal of Management Sciences, 14*(1), 122-141.

Affum-Osei, E., Asante, E., Forkouh, S., & Abdul-Nasiru, I. (2020). Career adaptability and ambidextrous behavior among customer-service representatives: the role of perceived organizational support. *Journal of Personal Selling and Sales Management, 40*(1), 4-18.

Ahn, J., & Chaoyu, W. (2019). Job stress and turnover intention revisited: evidence from Korean firms. *Problems and Perspectives in Management, 17*(4), 52-61.

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Process, 50*(2), 179-211.

Akdemir, O. (2019). Teachers' organizational communication and their job motivation. *Journal of Education and Learning, 8*(2), 264-270.

Alatawi, M. (2017). Can transformational managers control turnover intention? *South African Journal of Human Resource Management, 15,* 1-6.

Alkharabsheh, O., & Alias, R. (2018). The mediating effect of organization culture on the relationship between authentic leadership and turnover intention in Jordanian public hospitals. *Journal of Economic & Management Perspectives, 12*(3), 19-35.

Alos-Ferrer, C., Ritschel, A., Garcia-Segarra, J., & Achtziger, A. (2019). Habituation does not rescue depletion: two tests of the ego-depletion effect. *Journal of Economic Psychology, 75*, 1-9.

Alrawadieh, Z., Cetin, G., Dincer, M., & Dincer, F. (2020). The impact of emotional dissonance on quality of work life and life satisfaction of tour guides. *The Service Industries Journal, 40*(1), 50-64.

Al Sabei, S., Labraque, L., Ross, A., Karkada, S., Albashayreh, A., Masroori, F., & Hashmi, N. (2019). Nursing work environment, turnover intention, job burnout, and quality of care: the moderating role of job satisfaction. *Journal of Nursing Scholarship, 52*(1), 1-10.

Andela, M., & Truchot, D. (2016). Emotional dissonance and burnout: the moderating role of team reflexivity and re-evaluation. *Stress and Health, 33*, 179-189.

Andela, M., Truchot, D., & Borteyrou, X. (2015). Emotional labor and burnout: some methodological considerations and refinements. *Canadian Journal of Behavioural Science, 47*(4), 321-332.

Andela, M., Truchot, D., & Huguenotte, V. (2018). Job demands, emotional dissonance and elderly abuse: the moderating role of organizational resources. *Journal of Elder Abuse and Neglect,* 1-19.

Angulo, B., Valdes, V., & Segovia, A. (2018). Justice, satisfaction and counterproductive behaviour: a job demands-resources (JD-R) theory study on social workers. *Cuadernos de Trabajo Social, 32*(1), 141-153.

APCO. (2005). *APCO project retains: the complied report: synthesizing information from the effective practices guide.* Daytona Beach, FL.

APCO. (2009). *APCO project retains: the complied report: synthesizing information from the effective practices guide and RETAINS next generation.* Daytona Beach, FL.

APCO. (2018). *APCO project retains: staffing and retention in public safety answering points: a supplemental study*. Daytona Beach, FL

Arici, H. (2018). Perceived supervisor support and turnover intention: moderating effect of authentic leadership. *Leadership and Organization Development Journal, 39*(7), 899-913.

Arneguy, E., Ohana, M., & Stinglhamber, F. (2018). Organizational justice and readiness for change: a concomitant examination of the mediating role of perceived organizational support and identification. *Frontiers in Psychology, 9*, 1-13.

Azis, E., Prasetio, A., & Utomo, K. (2019). Overcoming turnover intention problems: direct-indirect model to identify the effect of perceived organizational support and job satisfaction in service-based organizations. *Journal of Applied Management, 17*(3), 555-566.

Back, C., Hyun, D., Jeung, D., & Chang, S. (2020). Mediating effects of burnout in the association between emotional labor and turnover intention in Korean clinical nurses. *Safety and Health at Work, 11,* 88-96.

Badrinarayanan, V., Ramachandran, I., & Madhavaram, S. (2019). Mirroring the boss: ethical leadership, emulation intentions, and salesperson performance. *Journal of Business Ethics, 159*, 897-912.

Bakker, A. (2018). Job crafting among health care professionals: the role of work engagement. *Journal of Nursing Management, 26,* 321-331.

Bakker, A., & Demerouti, E. (2014). Job demands-resources theory. In P.Y. Chen & C. L. Cooper (Eds). *Work and Wellbeing: Wellbeing: A complete reference guide* (Volume III; pp. 37-64). Chichester, UK; Wiley-Blackwell.

Bakker, A., & Demerouti, E. (2017). Job demands-resources theory: taking stock and looking forward. *Journal of Occupational and Health Psychology, 22*(3), 273-285.

Bakker, A., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resources Management, 43*(1), 83-104.

Bansai, P., Smith, W., & Vaara, E. (2018). New ways of seeing through qualitative research. *Academy of Management Journal, 61*(4), 1189-1195.

Barthauer, L., Kaucher, P., Spurk, D., & Kauffeld, S. (2020). Burnout and career unsustainability: looking into the blackbox of burnout triggered career turnover intentions. *Journal of Vocational Behavior, 117*, 1-15.

Bedini, S., Braun, F., Weibel, L., Aussedat, M., Pereira, B., & Duthell, F. (2017). Stress and salivary cortisol in emergency medical dispatchers: a randomized shifts control trial. *PloS ONE, 12*(5), 1-15.

Benge, E., & Miller, L. (1927). Recent conclusions concerning labor turnover. *Monthly Labor Review, 24*, 265-266.

Berthelsen, H., Hakanen, J., & Westerlund, H. (2018). Copenhagen psychosocial questionnaire – a validation study using the job demand-resources model. *PloS ONE, 14*(3), 1-17.

Bezonson, A., Chalufour, F., Willits, J., & White, L. (1922). A study in labor mobility. *The Annals of the American Academy of Political and Social Science, 103*, 163-234.

Bills, M. (1925). Social status of the clerical worker and his permanence on the job. *Journal of Applied Psychology, 9*(4), 424-427.

Bleiker, J., Morgan-Trimmer, S., Knapp, K., & Hopkins, S. (2019). Navigating the maze: qualitative research methodologies and their philosophical foundations. *Radiography, 25*, S4-S8.

Blisker, D., Gilbert, M., Alden, L., Sochting, I., & Khalis, A. (2019). Basic dimensions of resilient coping in paramedics and dispatchers. *Australian Journal of Paramedicine, 16*, 1-8.

Bloomfield, J., & Fisher, M. (2019). Quantitative research design. *Journal of Australasian Rehabilitation Nurses Association, 22*(2), 27-30.

Boland, L., Kinzy, T., Myers, R., Fernstrom, K., Kamrud, J., Mink, P., & Stevens, A. (2018). Burnout and exposure to critical incidents in a cohort of emergency medical services workers from Minnesota. *Western Journal of Emergency Medicine, 19*(6), 987-995.

Bothma, C., & Roodt, G. (2013). The validation of the turnover intention scale. *South African Journal of Human Resource, 11*(1), 1-12

Boudlaie, H., Nik, B., & Kenarroodi, M. (2020). The impact of corporate social responsibility and internal marketing on employee turnover intentions with the mediating role of organizational commitment. *Technium Social Sciences Journal, 4,* 131-134.

Boyaci, S., & Atalay, N. (2016). A scale development for 21st century skills of primary school students: a validity and reliability study. *International Journal of Instruction, 9*(1), 133-148.

Bramastyo, A., & Syarifah, D. (2020). The role of perceived organizational support on safety climate in construction workers. *Talent Development and Excellence, 12*(2s), 583-590.

Braun, S., Bark, A., Kirchner, A., Stegmann, S., & van Dick, R. (2019). Emails from the boss-curse or blessing? Relations between communication channels, leader evaluation, and employees' attitudes. *International Journal of Business Communication, 56*(1), 50-81.

Bravo, G., Won, D., & Chiu, W. (2019). Psychological contract, job satisfaction, commitment, and turnover intention: exploring the moderating role of psychological contract breach in National Collegiate Athletic Association coaches. *International Journal of Sports Science & Coaching, 14*(3), 273-284.

Brayfield, A., & Rothe, H. (1951). An index of job satisfaction. *Journal of Applied Psychology, 35,* 307-311.

Brown, O., Paz-Aparicio, C., & Revilla, A. (2019). Leader's communication style, LMX and organizational commitment: a study of employee perceptions in Peru. *Leadership & Organization Development Journal, 40*(2), 230-258.

Bruning, P., & Campion, M. (2018). A role-resource approach-avoidance model of job crafting: a multimethod integration and extension of job crafting theory. *Academy of Management Journal, 61*(2), 499-522.

Carleton, R., Afifi, T., Taillieu, T., Turner, S., Krakauer, R., Anderson, G., … McCreary, D. (2019). Exposures to potentially traumatic events among public safety personnel in Canada. *Canadian Journal of Behavioural Science, 51*(1), 37-52.

Carleton, R., Afifi, T., Turner, S., Taillieu, T., Vaughan, A., Anderson, G., … Camp, R. (2020). Mental health training, attitudes toward support, and screening positive for mental disorders. *Cognitive Behaviour Therapy, 49*(1), 55-73.

Carleton, R., Afifi, T., Turner, S., Talilieu, T., El-Gabalawy, R., Sareen, J., & Asmundson, J. (2018). Chronic pain among public safety personnel in Canada. *Canadian Journal of Pain, 1*(1), 237-246.

Carleton, R., Krakauer, R., MacPhee, R., Cramm, H., Groll, D., Afifi, T., … McCreary, D. (2019). Exposures to potentially traumatic events among public safety personnel in Canada. *Canadian Journal of Behavioural Science, 51*(1), 37-52.

Caza, B., Moss, S., & Vough, H. (2018). From synchronizing to harmonizing: the process of authenticating multiple work identities. *Administrative Science Quarterly, 63*(4), 703-745.

Ceblano, K., Ofalia, B., & Quinto, E. (2019). Predicting turnover intention among inbound call center workers in the Philippines. *Social Sciences & Humanities, 27*(2), 1339-1356.

Celik, M. (2018). The effect of psychological capital level of employees on workplace stress and employee turnover intention. *Innovar, 28*(68), 67-75.

Chen, X., Ran, L., Zhang, Y., Yang, J., Yao, H., Shu, S., & Tan, X. (2019). Moderating role of job satisfaction on turnover intention and burnout among workers in primary care institutions: a cross-sectional study. *BMC Public Health, 19*, 1-10.

Cho, J., Lee, H., & Kim, H. (2019). Effects of communication-oriented overload in mobile instant messaging on role stressors, burnout, and turnover intention in the workplace. *International Journal of Communication, 13*, 1743-1763.

Chu, K., & Murrmann, S. (2006). Development and validation of the hospitality emotional labor scale. *Tourism Management, 27*(6), 1181-1191.

Coetzee, R., & Munro, Z. (2016). Work-life balance, job satisfaction and turnover intention amongst information technology employees. *South African Business Review, 20,* 446-467.

Cohen, A. (1993). Work commitment in relation to withdrawal intentions and union

    effectiveness. *Journal of Business Research, 2*, 75-90.

Cohen, R., Gesser-Edelsburg, A., Singhai, A., Benenson, S., & Moses, A. (2019).

    Deconstruction of central line insertion guidelines based on the positive deviance

    approach-reducing gaps between guidelines and implementation: a qualitative

    ethnographic research. *PloS ONE,* 1-15.

Cole, G., & Dvoskina, M. (2019). Introduction of facility therapy dogs to 911

    communication center: a proposal. *Traumatology*. Advance online publication.

    doi.org/10.1037/trm0000215

Counted, V., & Moustafa, A. (2017). Between God and self: exploring the attachment to

    God and authenticity/inauthenticity tendencies of South African Christian youth.

    Mental Health, Religion, and Culture, 20(2), 109-127.

Curtis, E., Comiskey, C., & Dempsey, O. (2016). Importance and use of correlational

    research. *Nurse Researcher, 23*(6), 20-25.

Dang, J. (2018). An updated meta-analysis of the ego depletion effect. *Psychological

    Research, 82*, 645-651.

Darrat, M., Atinc, G., & Babin, B. (2016). On the dysfunctional consequences of

    salesperson exhaustion. *Journal of Marketing Theory and Practice, 24*, 23-245.

Davis, C., Dodson, P., Pore, C., Sangaraju, S., Broadbent, M., Scott, G., … Olola, C.

    (2018). Predicting the need for extrication in traffic accidents reported to 911: is

    anyone pinned/trapped? *Annals of Emergency Dispatch and Response, 6*(3), 5-9.

DeCaro, M., & Van Stockum, C. (2018). Ego depletion improves insight. *Thinking and

    Reasoning, 24*(3), 315-343.

De Clercq, D., Azeem, M., Haq, I., & Bouckenooghe, D. (2020). The stress-reducing effect of coworker support on turnover intentions: moderation by political ineptness and despotic leadership. *Journal of Business Research, 111*, 12-24.

DeConnick, J., Moss, H., & DeConnick, M. (2018). The relationship between servant leadership, perceived organizational support, performance, and turnover among business to business salespeople. *Global Journal of Management and Marketing, 2*(1), 38-15.

de Souza, A., Alexandre, N., & Guiradello, E. (2017). Psychometric properties in instruments evaluation of reliability and validity. *Applications of Epidemiology, 26*(3), 649-659.

De Winne, S., Marescaux, E., Sels, L., Beveren, I., & Vanormelingen, S. (2019). The impact of employee turnover and turnover volatility on labor productivity; a flexible non-linear approach. *The International Journal of Human Resource Management, 30*(21), 3049-3079.

Douglas, P. (1918). The problem of labor turnover. *American Economic Review, 8*(2), 1-11.

Douglas, P. (1920). The computation of labor turnover: a rejoinder. *American Economic Review, 10*(1), 106-108.

Duan, X., Ni, X., Shi, L., Zhang, L., Ye, Y., Li, Z., … Wang, Y. (2019). The impact of workplace violence on job satisfaction, job burnout, and turnover intention: the mediating role of social support. *Health and Quality of Life Outcomes, 17*(1), 1-10.

Dunatez, D., Smyly, C., Fairley, C., & Heykoop, C. (2020). Values congruence and

    organizational commitment in churches: when do share values matter?

    Psychology of Religion and Spirituality. Advanced online publication.

    http://dx.doi.org/10.1037/rel0000314

Dwinijanti, L., Adhikara, A., & Kusumapradja, R. (2020). Job satisfaction and turnover

    intention among public sector nurses: is workload and burnout the issue? *JEMA:*

    Jurnal Ilmiah Bidang Akuntansi dan Manajemen, 17(1), 67-77.

Dwiyanti, R., Hamzah, H., & Abas, N. (2019). Job satisfaction, psychological contracts,

    and turnover intention: role of social support as a mediator. *International Journal*

    of Research in Business and Social Science, 8(6), 96-104.

Eder, P., & Eisenberger, R. (2008). Perceived organizational support: reducing the

    negative influence of coworker withdrawal behavior. *Journal of Management, 34,*

    55-68.

Edwards, M., & Peccei, R. (2015). Perceived organizational support, organizational

    identification, and employee outcomes: testing a simultaneous multifoci model.

    Journal of Personnel Psychology, 9(1), 17-26.

Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational

    support and employee diligence, commitment, and innovation. *Journal of Applied*

    Psychology, 75(1), 51-59.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived

    organizational support. *Journal of Applied Psychology, 71*(3), 500-507.

Elci, M., Sener, I., Kuru, S., & Alpkan, L. (2012). The impact of ethical leadership and leadership effectiveness on employees' turnover intention: the mediating role of work-related stress. *Social and Behavioral Sciences, 58*(12), 289-297.

Elfering, A., Hafliger, E., Celik, Z., & Grebner, S. (2018). Lower back pain in nurses working in home care: linked to work-family conflict, emotional dissonance, and appreciation? *Psychology, Health, & Medicine, 23*(6), 733-740.

Emmet, B. (1918). Labor turnover and employment policies of a large motor vehicle manufacturing establishment. *Monthly Labor Review, 7*(4), 837-854.

Engelbrecht, A., & Samuel, O. (2019). The effect of transformational leadership on intention to quit through perceived organizational support, organizational justice and trust. *South African Journal of Economic and Management Sciences, 22*(1), 1-8.

Ennis, M., Gong, T., & Okpozo, A. (2018). Examining the mediating roles of affective and normative commitment in the relationship between transformational leadership practices and turnover intention of government employees. *International Journal of Public Administration, 41*(3), 203-215.

Erbay, H., Can, R., & Turkan, A. (2018). For whom the sirens toll: a study on an ethical challenge in prehospital emergency medicine. *Eurasian Journal of Emergency Medicine, 17*(3), 122-128.

Essa, E., & Alattari, A. (2019). The relationship between followership styles and leadership styles. *Research in Educational Administration and Leadership, 4*(2), 407-449.

Fan, P. (2018). Person-organization fit, work-family balance, and work attitude: the moderated mediating effect of supervisor support. *Social Behavior and Personality, 46*(6), 995-1010.

Faremi, Y. (2016). Reliability coefficient of multiple-choice and short answer objective test items in basic technology: comparative approach. *Journal of Educational Policy and Entrepreneurial Research, 3*(3), 59-69.

Farzinnia, B., Khankeh, H., Khorasani-Zavareh, D., Amiri, M., & Ardalan, A. (2018). Mutual influence between dispatchers and callers: experience and perception of Iranian service providers. *Journal of Clinical and Diagnostic Research, 12*(6), KC01-KC05.

Faul, F., Erdfelder, E., Buchner, A., & Lang, A.-G. (2009). Statistical power analyses using G*Power 3.1: Tests for correlation and regression analyses. *Behavior Research Methods*, *41*, 1149-1160.

FCC. (2019). *Wireless E911 Location Accuracy Requirement*. (PS Docket No. 07-114). Washington, D.C.

Feyerabend, R., Herd, A., & Choi, N. (2018). Job satisfaction and turnover intentions among Indian call center agents: exploring the role of emotional intelligence. *The Psychologist-Manager Journal, 21*(2), 106-129.

Fiabane, E., Dordoni, P., Setti, I., Cacciatore, I., Grossi, C., Pistarini, C., & Argentero, P. (2019). Emotional dissonance and exhaustion among healthcare professionals: the role of the perceived quality of care. *International Journal of Medicine and Environmental Health, 32*(6), 841-851.

Fidan, M. (2019). Evaluating the effect of writing instructions on students writing skills. *Journal of Language and Linguistic Studies, 15*(3), 1069-1082.

Fukui, S., Wu, W., & Salyers, M. (2019). Meditational paths from supervisor support to turnover intention and actual turnover among community health providers. *Psychiatric Rehabilitation Journal, 42*(4), 350-357.

Gabriel, A., Koopman, J., Rosen, C., Arnold, J., & Hochwarter, W. (2019). Are coworkers getting into the act? An examination of emotion regulation in coworker exchanges. *Journal of Applied Psychology*, Advance online publication. https://doi.org/10.1037/apl0000473

Gao, W., Zhou, Y., Tao, T., Yu, Y., & Wang, L. (2019). Ego depletion in the relationship between behavior inhibition and loss aversion. *Social Behavior & Personality: an International Journal, 47*(4), 1-13.

Gardett, I., Scott, G., Broadbent, M., Bramwell, M., & Olola, C. (2019). Situational awareness in emergency medical dispatch: an observation study and proposed model. *Annals of Emergency Dispatch and Response, 7*(2), 16-22.

Golding, S., Horsfield, C., Davies, A., Egan, B., Jones, M., Raleigh, M., … Cropley, M. (2017). Exploring the psychological health of emergency dispatch centre operatives: a systematic review and narrative synthesis. *PeerJ*5: e3735; DOI10.7717/peerj.3735

Greenham, J., Harris, G., Hollett, K., & Harris, N. (2019). Predictors of turnover intention in school guidance counselors. *British Journal of Guidance & Counselling,* 727-743.

Greenhaus, J., Parasuraman, S., & Wormley, W. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of Management Journal, 33*(1), 64-86.

Gross, H., Thaler, J., & Winter, V. (2019). Integrating public service motivation in the job-demands-resources model: an empirical analysis to explain employees' performance, absenteeism, and presenteeism. *International Public Management Journal, 22*(1), 176-206.

Gross, J. (1998). The emerging field of emotion regulation: an integrative review. *Review of General Psychology, 2*(3), 271-299.

Gu, Y., Wang, R., & You, X. (2020). Recovery experiences moderate the impact of work stressors on well-being: a two-wave study of preschool teachers. *Early Childhood Education Journal, 48,* 189-202.

Hague, A., Fernando, M., & Caputi, P. (2019). Perceived human resource management and presenteeism: mediating effect of turnover intentions. *Asian Pacific Journal of Business Administration, 11*(2), 110-130.

Haider, S., Fatima, N., & Pablos-Heredero, C. (2020). A three-wave longitudinal study of moderated mediation between perceptions of politics and employee turnover intentions: the role of job anxiety and political skills. *Journal of Work Organizational Psychology, 36*(1), 1-14.

Hall, A., Davies, H., & Koehoorn, M. (2018). Personal light-at-night exposures and components of variability: uses and implications for future research. *Scandinavian Journal of Work, Environment & Health, 44*(1), 80-87.

Haradhan, M. (2017). Two criteria for good measurements in research: validity and

reliability. *Munich Personal RePEc Archive, 17*(3), 58-82.

Harju, L., Schaufeli, W., & Hakanen, J. (2017). A multilevel study on servant leadership,

job boredom and job crafting. *Journal of Management Psychology, 33*(1), 2-14.

Hassan, Z., & Shafiq, S. (2019). Impact of CEO gender on employee turnover and

employee returns. *International Journal of Management, Accounting and

Economics, 6*(3), 208-236.

Herachwati, N., Sulistiawan, J., Alfirdaus, Z., & Gonzales, M. (2018). The effects of

perceived organizational support and social comparison on work attitudes.

Problems and Perspectives in Management, 16(1), 12-22.

Hiton, B., Rahmat, S., Rhian, I., & Semerdanta, P. (2019). The impact of charismatic

leadership on turnover intentions and organizational citizenship behaviors toward

job satisfaction. *Russian Journal of Agricultural and Socio-Economic Sciences,

91*(7), 302-309.

Hom, P., Lee, T., Shaw, J., & Hausknecht, J. (2017). One hundred years of employee

turnover theory and research. *Journal of Applied Psychology, 102*(3), 530-545.

Hong, M., Barnes, C., & Scott, B. (2017). Collateral damage from the show: emotional

labor and unethical behavior. *Business Ethics Quarterly, 27*(4), 513-540.

Horan, K., Moeller, M., Singh, R., Wasson, R., O'Brien, W., Matthews, R., … Barratt, C.

(2018). Supervisor support for stress management and intervention process.

International Journal of Workplace Health Management, 11(4), 260-272.

Hosseini, S., Maleki, M., Gorji, H., Khorasani-Zavareh, D., & Roudbari, M. (2018). Factors affecting emergency medical dispatchers' decision-making: a qualitative study. *Journal of Multidisciplinary Healthcare, 11,* 391-398.

Huang, Y., Sinclair, R., Lee, J., McFadden, A., Cheung, J., & Murphy, L. (2018). Does talking the talk matter? effects of supervisor safety communication and safety climate on long-haul truckers' safety performance. *Accident Analysis and Prevention, 117,* 357-369.

Huguenotte, V., Andela, M., & Truchot, D. (2016). Development of a contextualized job-demands-resources scale for an understanding of burnout among professionals working in nursing homes. *NPG, 16*(91), 24-31.

Huwae, S., & Schaafsma, J. (2018). Cross-cultural differences in emotion suppression in everyday interactions. *International Journal of Psychology, 53*(3), 176-183.

Ibrahim, S., Suan, C., & Karatepe, O. (2018). The effects of supervisor support and self-efficacy on call center employees' work engagement and quitting intentions. *International Journal of Manpower, 40*(4), 688-703.

Ikatrinasari, Z., Prayogo, L., & Ariyanti, S. (2018). Analysis of turnover intention power factors: a case study of retail company in Jakarta. *Management Science Letters, 8,* 1097-1102.

Indregard, A., Knardahl, S., & Nielsen, M. (2018). Emotional dissonance, mental health complaints, and sickness absences among health-and social workers. the moderating role of self-efficacy. *Frontiers in Psychology, 9*, 1-9.

Ivanovic, T., Ivancevic, S., & Maricic, M. (2020). The relationship between recruiter burnout, work engagement, and turnover intention: evidence from Serbia. *Engineering Economics, 31*(2), 197-210.

Jacobs, E., & Roodt, G. (2008). Organizational culture of hospitals to predict turnover intentions of professional nurses. *Health SA Gesondheid, 13*(1), 63-73.

Jaharuddin, N., & Zainol, L. (2019). The impact of work-life balance on job engagement and turnover intention. *South East Asian Journal of Management, 13*(1), 106-118.

Jaw, F., Akkadechanunt, T., & Wichaikum, O. (2020). Work climate and turnover intention among nurses in tertiary level hospitals, Republic of the Gambia. *Nursing Journal, 47*(1), 428-440.

Jia, J., Band, R., Abbud, M., Pajerowski, W., Guo, M., David, G., … Mullen, M. (2017). Accuracy of emergency medical services dispatcher and crew diagnosis of stroke in clinical practice. *Frontiers in Neurology, 8*, 1-5.

Johnson, R., & Christensen, L. (2019). *Educational research: Quantitative, qualitative, and mixed approaches*. (7th Edition). Los Angeles, CA: Sage Publications.

Jordan, K. (2018). Validity, reliability, and the case for participant-centered research: reflections on a multi-platform social media study. *International Journal of Human Computer Interaction, 34*(10), 913-921.

Jovita, W. (2019). How to make you stay longer with me? the effect of organizational climate on turnover intention mediating by job satisfaction in technology company. *PSIKODIMENSIA, 18*(1), 74-84.

Kadek, S., & Sri, D. (2019). The most important factors that determine turnover

intention. *Russian Journal of Agricultural and Socio-Economic Sciences, 84*(10),

249-256.

Kelly, S., & MacDonald, P. (2019). A look at leadership style and workplace solidarity

communication. *International Journal of Business Communication, 56*(3), 432-

448.

Keng, T., Nor, N., & Ching, Y. (2018). Turnover intention and job satisfaction among

quantity surveyors. *International Journal of Technology, 8*, 1551-1560.

Kenneth, R. (2019). The influence of transformational leadership on entrepreneurship.

Scholedge International Journal of Management & Development, 6(6), 90-97.

Kerr, D., Ornelas, I., Lilly, M., Calhoun, R., & Meischke, H. (2019). Participant

engagement in and perspectives on a web-based mindfulness intervention for 9-1-

1 telecommunicators: multimethod study. *Journal of Medical Internet Research,

21*(6), 1-13.

Khaldi, K. (2017). Quantitative, qualitative or mixed research: which research paradigm

to use? *Journal of Educational and Social Research, 7*(2), 15-23.

Kim, C., Lee, J., & Shin, S. (2019). Why are your employees leaving the organization?

the interaction effect of role overload, perceived organizational support, and

equity sensitivity. *Sustainability, 11*(3), 657-667.

Klimley, K., Van Hasselt, V., & Stripling, A. (2018). Posttraumatic stress disorder in

police, firefighters, and emergency dispatchers. *Aggression and Violent Behavior,

43,* 3-44.

Knoll, M., Hall, R., & Weigelt, O. (2018). A longitudinal study of the relationships between four differentially motivated forms of employee silence and burnout. *Journal of Occupational Health Psychology, 24*(5), 572-589.

Konze, A., Rivkin, W., & Schmidt, K. (2017). Is job control a double-edged sword? a cross-lagged panel study on the interplay of quantitative workload, emotional dissonance, and job control on emotional exhaustion. *International Journal of Environmental Research and Public Health, 14*, 1-22.

Kubayi, A. (2018). Burnout and paths to turnover intentions among South African sport coaches. *Montenigrin Journal of Sports Science & Medicine, 7*(2), 43-48.

Kulikowski, K., & Orzechowski, J. (2018). All employees need job resources-testing the job demands-resources theory among employees with either high or low working memory and fluid intelligence. *Medycyna Pracy, 69*(5), 483-496.

Kunzmann, U., Schilling, O., Wrosch, C., Siebert, J., Katzorreck, M., Wahl, H., & Gerstorf, D. (2019). Negative emotions and chronic physical illness: a lifespan developmental perspective. *Health Psychology, 38*(11), 949-959.

Kuvaas, B. (2008). An exploration of how the employee-organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management Studies, 45*(1), 1-25.

Laerd Statistics. (2015). Multiple regressing using SPSS Statistics. *Statistical tutorials and software guides.* Retrieved from https;//statistics.laerd.com/Lazarus, R., & Folkman, S. (1984). *Stress, Appraisal, and Coping*. Springer.

Lazarus, R. S., & Folkman, S. (1984). *Stress, Appraisal and Coping*. New York: Springer

Leavy, P. (2017). *Research Design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches.* New York, NY. The Guilford Press.

Lee, K., Yun, Y., & Kim, E. (2019). Political skills and career success of R&D personnel: a comparative mediation analysis between perceived supervisor support and perceived organizational support. *Technology Analysis & Strategic Management, 31*(11), 1270-1282.

Lee, M., Idris, M., & Tuckey, M. (2018). Supervisory coaching and performance feedback as mediators of the relationships between leadership styles, work engagement, and turnover intention. *Human Resource Development International, 22*(3), 257-282.

Lennard, A., Scott, B., & Johnson, R. (2019). Turning frowns (and smiles) upside down: a multilevel examination of surface acting positive and negative emotions on well-being. *Journal of Applied Psychology, 104*(9), 1164-1180.

Leonardsen, A., Ramsdal, H., Olasveengen, T., Steen-Hansen, J., Westmark, F., Hansen, A., & Hardeland, C. (2019). Exploring individual and work organizational peculiarities of working in emergency medical communication centers in Norway – a qualitative study. *BMC Health Services Research, 19*, 1-9.

Li, D., Li, X., Wang, L., Wang, G., & Newton, C. (2019). Work-family conflict influences the relationship between family embeddedness and turnover intention. *Social Behavior and Personality, 47*(4), 1-13.

Li, L., Zhu, B., Cai, X., Long, X., & Park, C. (2019). Internal service quality affects salespersons' performance and turnover intention: mediating role of job

involvement. *Social Behavior and Personality, an International Journal. 47*(8), 1-12.

Li, L., Zhu, Y., & Park, C. (2018). Leader-member exchange, sales-performance, job satisfaction, and organizational commitment affect turnover intention. *Social Behavior and Personality, 46*(11), 1909-1922.

Li, Y., Castano, G., & Li, Y. (2018). Perceived supervisor support as a mediator between Chinese university teachers' organizational justice and affective commitment. *Social Behavior and Personality, 46*(8), 1385-1396.

Lichtenhaler, P., & Fischbach, A. (2018). Leadership, job crafting, and employee health and performance. *Leadership and Organization Development Journal, 39*(5), 620-632.

Lijadi, A., & van Schalkwyk, G. (2015). Online facebook focus group research of hard-to-reach participants. *International Journal of Qualitative Methods, 14*(5), 1-9.

Lilly, M., Calhoun, R., Painter, I., Beaton, R., Strangenes, S., Revere, D., … Meischke, H. (2019). Destress 9-1-1—an online mindfulness-based intervention in reducing stress among emergency medical dispatchers: a randomized controlled trial. *Occupational and Environmental Medicine, 76*, 705-711.

Lin, C., Tsai, Y., & Mahatma, F. (2017). Understanding turnover intention in cross-country business management. *Personnel Review*, *46*(8), 1717-1737.

Linderoth, G., Moller, T., Folke, F., Lippert, F., & Ostergaard, D. (2019). Medical dispatcher's perception of visual information in real out-of-hospital cardiac arrest: a qualitative interview study. *Scandinavian Journal of Trauma, Resuscitation, and Emergency Medicine, 27*(8), 1-7

Lindsay, S., Sheehan, C., & De Cieri, H. (2020). The influence of workgroup identification on turnover intention and knowledge sharing: the perspective of employees in subsidiaries. *The International Journal of Human Resource Management, 31*(3), 432-455.

Liu, J., Zhu, B., Wu, J., & Mao, Y. (2019). Job satisfaction, work stress, and turnover intentions among rural health workers: a cross-sectional study in 11 western provinces of China. *BMC Family Practice, 20*(9), 1-11.

Liu, S., Gyabeng, E., Sewu, G., Nkrumah, N., & Dartey, B. (2019). Occupational health and safety turnover intention in the Ghannian power industry: the mediating effect of organizational commitment. *BioMed Research International*, 1-10.

Maaitah, A. (2018). The role of leadership style on turnover intention. *International Review of Management and Marketing, 8*(5), 24-29).

Mahoney, C., Lea, J., Schumann, P., & Jillison, I. (2020). Turnover, burnout, and job satisfaction of certified registered nurse anesthetists in the United States: role of job characteristics and personality. *AANA Journal, 88*(1), 39-50.

Manzoor, T., Manzoor, T., & Khan, M. (2020). Workplace incivility: a cynicism booster leading to turnover intentions. *Decision, 47*(1), 91-99.

Marshall, G. (2019). Strategies to reduce job dissatisfaction within 911 call centers. (Doctoral Dissertation). Retrieved from: https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=9095&context=dissertations

Martin, A., & Roodt, G. (2008). Perceptions of organizational commitment, job satisfaction and turnover intentions in a post-merger South African tertiary institution. *South African Journal of Industrial Psychology, 34*(1), 23-31.

Martin, T. (1979). A contextual model of employee turnover intentions. *Academy of Management Journal, 22*(2), 313-324.

Meischke, H., Painter, I., Lilly, M., Beaton, R., Revere, D., Calhoun, B., … Baseman, J. (2015). An exploration of sources, symptoms and buffers of occupational stress in 9-1-1 emergency call centers. *Annals of Emergency Dispatch and Response, 3*(2), 28-35.

Merriam, S., & Tisdell, E. (2016). *Qualitative Research: A Guide to Design and Implementation* (Vol. Fourth Edition). San Francisco, CL: Jossey-Bass.

Mikkelson, A., Sloan, D., & Hesse, C. (2019). Relational communication messages and leadership styles in supervisor/employee relations. *International Journal of Business Communication, 56*(4), 586-604.

Miller, A., Unruh, L., Zhang, N., Liu, X., & Wharton, T. (2017). Professional quality of life of Florida emergency dispatchers. *International Journal of Emergency Services, 6*(1), 29-39.

Molino, M., Emanuel, F., Zito, M., Ghislieri, C., Colombo, C., & Cortese, C. (2016). Inbound call centers and emotional dissonance in the job demands-resources model. *Frontiers in Psychology, 7*(1133), 1-13.

Moquin, R., Riemenschneider, C., & Wakefield, R. (2019). Psychological contract and turnover intention in the information technology profession. *Information Systems Management, 36*(2), 111-125.

Mullen, P., Malone, A., Denney, A., & Dietz, S. (2018). Job stress, burnout, job satisfaction, and turnover intention among student affairs professionals. *College Student Affairs Journal, 36*(1), 94-108.

Mushtaq, R., Ellahi, A., & Khan, M. (2019). Influence of organizational justice, supervisor support, and group cohesiveness on organizational commitment: mediated role of ethical behavior. *Pakistan Journal of Psychological Research, 34*(4), 919-934.

Naidoo, R. (2018). Role stress and turnover intentions among information technology personnel in South Africa: the role of supervisor support. *South African Journal of Human Resource Management, 16*(0), 1-10.

National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. (1979). *The Belmont Report. Ethical principles and guidelines for the protection of human subjects of research*. Retrieved from https://www.hhs.gov/ohrp/regulations-and-policy/belmont-report/read-the-belmont-report/index.html

Needham, M., & College, J. (2019). The impact of two behavior characteristics of the servant leadership theory on the employee turnover in fast-casual restaurants. *International Journal of Management and Human Resources, 7*(1), 66-93.

NENA. (2018). *NENA master glossary of 9-1-1 terminology* (NENA-ADM-000.22-2018), Alexandria, VA: NENA Development Steering Council.

Neustaedter, C., McGee, J., & Dash, P. (2019). Sharing 9-1-1 video call information between dispatchers and firefighters during everyday emergencies. *Urgency and Emergency,* 567-581.

Newnam, S., & Goode, N. (2019). Communication in the workplace: defining the conversations of supervisors. *Journal of Safety Research, 70*, 19-23.

Ng, T., Wang, M., Hsu, D., & Su, C. (2020). Changes in perceptions of ethical leadership: effects on associative and dissociative outcomes. *Journal of Applied Psychology,* 1-30.

Oh, V., & Tong, E. (2020). Negative emotion differentiation and long-term physical health-the moderating role of neuroticism. *Society of Health Psychology, 39*(2), 127-136.

Ohunakin, F., Adeniji, A., Oludayo, O., Osibanjo, A., & Oduyoye, O. (2019). Employees' retention in Nigeria's hospitality industry: the role of transformational leadership style and job satisfaction. *Journal of Human Resources in Hospitality & Tourism, 18*(4), 441-470.

Overall, N., Clark, M., Fletcher, G., Peters, B., & Chang, V. (2020). Does expressing emotions enhance perceptual accuracy of negative emotions during relationship interactions? *Emotion, 20*(3), 353-367.

Park, T., & Pierce, B. (2020). Impacts of transformational leadership on turnover intention of child welfare workers. *Children and Youth Review. 108*, 1-10.

Park, Y., Hyun, H., & Jhang, J. (2019). Do emotional laborers help the needy more or less? The mediating role of sympathy in the effect of emotional dissonance on prosocial behavior. *Frontiers in Psychology, 10*, 1-14.

Pelt, A., Barbier, L., & Fointiat, V. (2018). Expressive dissonance: when emotional inconsistency arouses dissonance. International *Review of Social Psychology, 31(*1), 1-11.

Potipiroon, W., & Faerman, S. (2020). Tired from working hard? examining the effect of organizational citizenship behavior on emotional exhaustion and the buffering roles of public service motivation and perceived supervisor support. *Public Performance & Management Review,* 1-33.

Prasada, P., & Sawitri, N. (2019). Prediction of work stress, leadership quality, motivation of work and organization culture to work satisfaction and impact on turnover intention employees. *Jurnal Manajeman dan Permasaran Jasa, 12*(2), 269-280.

Prasetio, A., Azis, E., & Anggadwita, G. (2019). Exploring compensation satisfaction to enhance motivation and reduce turnover intention among employee of private bottled water company in Indonesia. *Jurnal Bisnis dan Manajemen, 20*(1), 32-48.

Priyowidodo, A., Wibowo, W., & Hamidah, H. (2019). Influencing of organizational culture, leadership, and work stress to the turnover intention of employees Stella Maris Education Foundation Jakarta. *Journal of Business and Behavioural Entrepreneurship, 3*(1), 33-4.

Purba, D., & Fawzi, A. (2019). The effects of perceived supervisor support and servant leadership on voluntary turnover. *Humaniora, 10*(3), 211-217.

Putri, S., Sjabadhyni, V., & Mustika, M. (2018). "Making generation Y stay": the mediating role of organizational commitment. *Psikohumanjora: Jurnal Penelitian Psikologi, 3*(2), 141-152.

Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). Impact of inclusive leadership on employee innovative behavior: perceived organizational support as a mediator. *PLoS One, 14*(2), 1-14.

Queiros, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European Journal of Education Studies, 3*(9), 369-386.

Radel, R., Gruet, M., & Barzykowski, K. (2019). Testing the ego-depletion effect in optimized conditions. *PLoS One, 14*(3), 1-15.

Rahman, S. (2020). Relationship between job satisfaction and turnover intention: evidence from Bangladesh. *Asian Business Review, 10*(2), 99-108.

Ramey, S., Perkhounkova, Y., Hein, M., Chung, S., & Anderson, A. (2016). Evaluation of stress experienced by emergency telecommunications personnel employed in a large metropolitan police department. *Workplace Health & Safety, 65*(7), 287-294.

Ramus, C., & Steger, U. (2000). The roles of supervisory support behaviors and environmental policy in employee "ecoincentives" at leading-edge European companies. *Academy of Management Journal, 43*(4), 605-626.

Raza, M., & Nadeem, S. (2018). Drivers of employee engagement and their impact on job satisfaction and turnover intentions. *Journal of Managerial Sciences, 12*(2), 171-191.

Renaud, S., Morin, L., & Bechard, A. (2017). Traditional benefits versus perquisites. *Journal of Personnel Psychology, 16*(2), 91-103.

Riou, M., Ball, S., Williams, T., Whiteside, A., Cameron, P., Fatovich, D., … Finn, J. (2018). "She's sort of breathing": what linguistic factors determine call-taker recognition of agonal breathing in emergency calls for cardiac arrest? *Resuscitation, 122*, 92-98.

Riou, M., Ball, S., Williams, T., Whiteside, A., O'Halloran, K., Bray, J., … Finn, J. (2017). "Tell me exactly what happened": when linguistic choices affect the efficiency of emergency calls for cardiac arrest. *Resuscitation, 117,* 58-65.

Roodt, G. (2004). Turnover Intentions. Unpublished document. Johannesburg: University of Johannesburg.

Rousseau, D. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal,* 2(2), 121-139.

Sajjadiani, S., Sojourner, A., Kammeyer-Mueller, J., & Mykerezi, E. (2019). Using machine learning to translate applicant work history into predictors of performance and turnover. *Journal of Applied Psychology, 104*(10), 1207-1255.

Schaufeli, W., Bakker, A., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: a cross-national study. *Educational and Psychological Measurement, 66,* 701-716.

Schenker, J., & Rumrill, P. (2004). Causal-comparative research designs. *Journal of Vocational Rehabilitation, 21*, 117-121.

Schiable, L. (2018). The impact of the police professional identity on burnout. *Policing: An International Journal, 41*(1), 129-143.

Seeman, E., Kleckley, J., & Holloway, J. (2018). Data management, technology, and public policy: the implementation of next generation 911 and its connection to nationwide public safety broadband network and public safety. *Journal of Information Policy, 8*, 472-496.

Shafique, I., Kalyar, M., & Ahmad, B. (2018). The nexus of ethical leadership, job performance, and turnover intention: the mediating role of job satisfaction. *Interdisciplinary Description of Complex Systems, 16*(1), 71-87.

Shin, I., & Jeung, C. (2019). Uncovering the turnover intention of proactive employees: the mediating role of work engagement and the moderated mediating role of job autonomy. *International Journal of Environmental Research and Public Health, 16*(843), 1-16.

Shu, X., Gong, Y., Xiong, J., & Hu, X. (2018). Job satisfaction, turnover intention and work performance in Chinese family enterprises. *Management International, 22*(2), 84-95.

Simbula, S., Mazzetti, G., & Guglielmi, D. (2019). A three-wave study on the reciprocal relationships between emotional dissonance, need for recovery, and exhaustion. *Sustainability, 11*, 1-16.

Simon, M. K. (2011). Dissertation and scholarly research: Recipes for success (2011 Ed.). Seattle, WA, Dissertation Success, LLC.

Simonova, O. (2019). Emotional culture as sociological concept: on emotional turn in understanding of modern society. *Culture e Studi del Sociale, 4*(2), 147-160.

Singh, R., Zhang, Y., Wan, M., & Fouad, N. (2018). Why do women engineers leave the engineering profession? the role of work-family conflict, occupational commitment, and perceived organizational support. *Human Resource Management, 57,* 901-914.

Skoglund, E., Fernandez, J., Sherer, J., Coyle, E., Garey, K., Fleming, M., & Sofjan, A. (2020). Using the theory of planned behavior to evaluate factors that influence

PharmD students' intention to attend lectures. *American Journal of Pharmaceutical Education, 84(*5), 572-581.

Slichter, S. (1920). The scope of the labor turnover problem. *The Quarterly Journal of Economics, 34*(2), 329-345.

Sliwinski, M., Mogle, J., Hyun, J., Munoz, E., Smyth, J., & Lipton, J. (2018). Reliability and validity of ambulatory cognitive assessments. *Assessment, 25*(1), 14-30.

Smith, E., Holmes, L., & Burkle, F. (2019). Exploring the physical and mental health challenges associated with emergency service call-taking and dispatching: a review of the literature. *Prehospital and Disaster Medicine, 34*(6), 619-624.

Smokrovic, E., Gusar, I., Hnatesen, D., Backov, K., Bajan, A., Grozdanovic, Z., … Zvanut, B. (2019). Influence of work motivation, work environment and job satisfaction on turnover intention of Croatian nurses: a qualitative study. *Southeastern European Medical Journal, 3*(2), 33-44.

Sokmen, A. (2019). The effect of transformational leadership on organizational citizenship behavior, job satisfaction and turnover intention: a study in public sector in Ankara. *Journal of Management, Economic and Marketing Research, 3*(3), 21-37.

Srimindarti, C., Oktaviani, R., & Hardiningsih, P. (2017). Antecedents of job satisfaction and the influence on turnover intention. *Jurnal Dinamiki Manajemen, 8(*2), 177-187.

Suifan, T., Diab, H., Alhyari, S., & Sweis, R. (2020). Does ethical leadership reduce turnover intention? the mediating effects of psychological empowerment and

organizational identification. *Journal of Human Behavior in the Social Environment. 30*(4), 410-428.

Sun, X., Wu, M., & Chen, Q. (2019). Ego depletion and self-control: the moderating role of public service motivation. *Social Behavior and Personality, 47*(11), 1-14.

Susskind, A., Kacmar, K., & Borchgrevink, C. (2003). Customer service providers' attitudes relating to customer service and customer satisfaction in the customer-service exchange. *Journal of Applied Psychology, 88*(1), 179-187.

Talebi, K., Tanbakouchian, A., & Amiri, A. (2020). Identifying the indicators of the theory of planned behavior in successful entrepreneurs of small and medium-sized enterprises. *Iranian Journal of Management Studies, 13*(3), 441-465.

Tao, J., Jiang, W., Liu, C., Yang, X., Zhang, W., & Zhang, H. (2017). New employee intention to leave and consequent work performance: does leadership style matter? *Social Behavior and Personality, 45*(10), 1707-1722.

Tavakol, M., & Dennick, R. (2011). Making sense of Cronnbach's alpha. *International Journal of Medical Education, 2,* 53-55.

Taxer, J., & Frenzel, A. (2017). Inauthentic expressions of enthusiasm: exploring the cost of emotional dissonance in teachers. *Learning and Instruction, 53*, 74-88.

Tetteh, S., Wu, C., Opata, C., Agyapong, G., Amoako, R., & Osei-Kusi, F. (2020). Perceived organizational support, job stress, and turnover intention: the moderation of affective commitments. *Journal of Psychology in Africa, 30*(1), 9-16.

Theofanidis, D., & Fountouki, A. (2018). Limitations and delimitations in the research process. *Perioperative Nursing, 7*(3), 155-164.

Tims, M., Bakker, A., & Derks, D. (2012). Development and validation of the job

crafting scale. *Journal of Vocational Behavior, 80*, 173-186.

Torabi, M., Ghochani, M., Nadali, I., & Fathi, M. (2020). The mediating role of

organizational engagement on perceived supervisor support and intention to leave.

Journal of Management and Informatics, 6(4), 138-144.

Turkoglu, N., & Dalgic, A. (2019). The effect of ruminative thought style and workplace

ostracism on turnover intention of hotel employees: the mediating effect of

organizational identification. *Tourism & Management Studies, 15*(3), 17-26.

Urbanaviciute, I., Lazauskaite-Zabielske, J., Elst, T., & Witte, H. (2018). Qualitative job

insecurity and turnover intention: the mediating role of basic psychological needs

in public and private sectors. *Career Development International, 23*(3), 274-290.

U.S. Bureau of Labor Statistics. (2020, September 1). *Occupational Outlook Handbook*,

Police, Fire, and Ambulance Dispatchers, accessed

at https://www.bls.gov/ooh/office-and-administrative-support/police-fire-and-

ambulance-dispatchers.htm (visited March 01, 2021).

Usman, K. (2019). Impact of organizational culture, organizational communication and

supervisor support on the job satisfaction of employees working in online IT

based distance learning institutions of Pakistan. *Open Praxis, 11*(2), 143-156.

Valecha, R., Rao, H., Upadhyaya, S., & Sharman, R. (2019). An activity theory approach

to modeling dispatch-mediated emergency response. *Journal of the Association

for Information Systems, 20*(1), 33-57.

Venet, T., Vey, A., Campo, P., Ducourneau, J., Misfud, Q., Hoffman, C., … Parietti-

Winkler, C. (2018). Auditory fatigue among call dispatchers working with

headsets. *International Journal of Occupational medicine and Environmental Health, 31*(2), 217-226.

Vermooten, N., Boonzaier, B., & Kidd, M. (2019). Job crafting, proactive personality and meaningful work: implications for employee engagement and turnover intention. *South African Journal of Industrial Psychology, 45,* 1-13.

Wang, H., Jin, Y., Wang, D., Zhao, S., Sang, X., & Yuan, B. (2020). Job satisfaction, burnout, and turnover intention among primary care providers in rural China: results from structural equation modeling. *BMC Family Practice, 21*(12), 1-10.

Wang, X., Liu, L., Zou, F., Hao, J., & Wu, H. (2017). Associations of occupational stressors, perceived organizational support, and psychological capital with work engagement among Chinese female nurses. *BioMed Research International,* 1-11.

Waters, L., & Roach, D. (1979). Job satisfaction, behavioral intention, and absenteeism as predictors of turnover. *Personnel Psychology, 32,* 393-397.

Weiner, N. (1980). Determinants and behavioral consequences of pay satisfaction: a comparison of two models. *Personnel Psychology, 33*(4), 741-757.

Weiss, N., Forkus, S., Contractor, A., & Dixon-Gordon, K. (2020). The interplay of negative and positive emotion dysregulation on mental health outcomes among trauma-exposed community individuals. *Psychological Trauma: Theory, Research, Practice, and Policy, 12*(3), 219-226.

Wen, B., Zhou, X., Hu, Y., & Zhang, X. (2020). Role stress and turnover intention of front-line hotel employees: roles of burnout and service climate. *Frontiers in Psychology, 11*(36), 1-13.

Westerman, C., Reno, K., & Heuett, K. (2018). Delivering feedback: supervisors' source credibility and communication competence. *International Journal of Business Communication, 55*(4), 526-546.

Wilkinson, S. (2019). The story of Samantha: the teaching performances and inauthenticities of an early career human geography lecturer. *Higher Education Research and Development, 38*, 398-410.

Williams, M., & Moser, T. (2019). The art of coding and thematic exploration in qualitative research. *International Management Review, 15*(1), 45-55.

Wilt, J., Thomas, S., & McAdams, D. (2019). Authenticity and inauthenticity in narrative identity. *Heliyon, 5*, 1-13.

Xiong, R., & Wen, Y. (2020). Employees' turnover intention and behavioral outcomes: the role of work engagement. *Social Behavior and Personality, an International Journal. 48*(1), 1-8.

Yagil, D. (2019). Positive framing of surface acting: the mitigating effect of self-serving attributions on sense of inauthenticity and emotional exhaustion. *International Journal of Stress Management,* Advance online publication, http://dx.doi.org/10.1037/str0000148

Yam, K. (2018). The effects of thought suppression on ethical decision making: mental rebound versus ego depletion. *Journal of Business Ethics, 147*, 65-79.

Yang, J., Guan, Z., & Pu, B. (2019). Mediating influences of entrepreneurial leadership on employee turnover intention in startups. *Social Behaviors and Personality, 47*(6), 1-13.

Yoon, J., Kang, M., Jeung, D., & Chang, S. (2017). Suppressing emotion and engaging with complaining customers at work related to experience of depression and

anxiety symptoms: a nationwide cross-sectional study. *Industrial Health, 55,* 265-275.

Zadow, A., Dollard, M., Mclinton, S., Lawrence, P., & Tuckey, M. (2017). Psychosocial safety climate, emotional exhaustion, and work injuries in healthcare workplaces. *Stress & Health: Journal of the International Society for the Investigation of Stress, 33,* 558-569.

Zaheer, S., Ginsburg, L., Wong, H., Thomson, K., Bain, L., & Wulffhart, Z. (2019). Turnover intention of hospital staff in Ontario, Canada: exploring the role of frontline supervisors, teamwork, and mindful organizing. *Human Resources for Health, 17*(1), 1-9.

Zapf, D., Vogt, C., Seifert, C., Mertini, H., & Isic, A. (1999). Emotion as a source of stress: the concept and the development of an instrument. *European Journal of Work Organizational Psychology, 9*(3), 371-400.

Zappala, S., Toscano, F., & Licciardello, S. (2019). Towards sustainable organizations: supervisor support, commitment to change and the mediating role of organizational identification. *Sustainability, 11*(3), 1-12.

Zeng, X., Zhang, X., Chen, M., Liu, J., & Wu, C. (2020). The influence of perceived organizational support on police job burnout: a moderate mediation model. *Frontiers in Psychology, 11*, 1-11.

Zhang, T., & Li, B. (2020). Job crafting and turnover intention: the mediating role of work engagement and job satisfaction. *Social Behavior and Personality, 48*(2), 1-10.

Zhu, F., Cai, Z., Buchtel, E., & Guan, Y. (2019). Career construction in social exchange: a dual-path model linking career adaptability to turnover intention. *Journal of Vocational Behavior, 112*, 282-293.

Zito, M., Emaunuel, F., Molino, M., Cortese, C., Ghislieri, C., & Colombo, L. (2018). Turnover intentions in a call center: the role of emotional dissonance, job resources, and job satisfaction. *PLoS One, 13*(2), 1-16.

Zopiatis, A., Constanti, P., & Theocharous, A. (2014). Job involvement, commitment, satisfaction and turnover: evidence from hotel employees in Cyprus. *Tourism Management, 41,* 129-140.

Zumrah, A., & Boyle, S. (2014). The effects of perceived organizational support and job satisfaction on transfer of training. *Personnel Review, 44*(2), 236-254.

Zung, W. (1965). A self-rating depression scale. *Archives of General Psychiatry, 12*, 63-70.

Appendix A.

Site Authorization Letter(s)

Site Authorization letter on file at Grand Canyon University

Appendix B.

IRB Approval Letter

GRAND CANYON
U N I V E R S I T Y

3300 West Camelback Road, Phoenix Arizona 85017   602.639.7500   Toll Free 800.800.9776   www.gcu.edu

DATE: July 26, 2021

TO: Dan Lewis
FROM: Grand Canyon University Institutional Review Board

STUDY   The Relationship Between Emotional Dissonance, Perceived Supervisors'
TITLE: Support, and Employee Turnover Intention in Public Safety Communicators.
IRB
REFERENCE   IRB-2021-3768
#:
SUBMISSION   Submission Response for Initial Review Submission Packet
TYPE:

ACTION: Determination of Exempt Status

REVIEW   Category 2
CATEGORY:

Thank you for your submission of study materials.

Grand Canyon University Institutional Review Board has determined this study to be
EXEMPT FROM IRB REVIEW according to federal regulations. You now have GCU IRB
approval to collect data.

If applicable, please use the approved recruitment script and informed consent that
are included in your published documents.

We will put a copy of this correspondence on file in our office.

If you have any questions, please contact the IRB office at irb@gcu.edu or 602-639-7804.
Please include your study title and reference number in all correspondence with this office.

ADVANCEMENT TO CANDIDACY
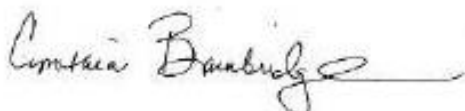
Congratulations!

On behalf of the College of Doctoral Studies, we are pleased to inform you that you have now advanced to the Candidacy stage of your Doctoral journey. This means you have completed all of the required proposal phases of the dissertation and you are now ready to move into the research portion of the dissertation work.

This is an important step in the doctoral process. Through advancing to candidacy, you are now among an elite group of learners who are doing academic research. This also means you are representing yourself and Grand Canyon University as an independent doctoral researcher and with that comes a great deal of responsibility. We wish you the best in your endeavors! Congratulations on this important step in your doctoral journey and welcome to Candidacy!

Dr. Michael Berger
Dean, College of Doctoral Studies

Dr. Cynthia Bainbridge
Assistant Dean, Research and Dissertations

Director, Institutional Review Board

College of Doctoral Studies

Appendix C.

Informed Consent

INFORMED CONSENT FORM

INTRODUCTION

The title of this study is "The Relationship Between Emotional Dissonance, Perceived Supervisors' Support, and Employee Turnover Intention in Public Safety Communicators".

I am Dan L. Lewis, a doctoral student under the supervision of Dr. Rich Varrati in the College of Doctoral Studies at Grand Canyon University. The purpose of this study is to determine how emotional dissonance and perceived supervisors' support may impact the desire to voluntarily quit your job in public safety communications.

KEY INFORMATION

This document defines the terms and conditions for consenting to participate in this research study.

- How do I know if I can be in this study?
    - You can participate in this study if you:
        - Answer and process 911 or emergency calls as your main job.
    - You cannot participate in this study if you:
        - Do not answer or process 911 or emergency calls as your main job.
        - Work as a supervisor or manager.
- What am I being asked to do? If you agree to be in this study, you will be asked to:
    - What: Complete an online survey.
    - When: 10 week period after a link to the survey is posted.
    - Where: Online.
    - Time: 15 Minutes or less
    - How: You will follow a link to the survey and follow the directions.
    - And Be willing to answer personal, identifiable, demographic questions related to age, gender, type of center, and length of time in the industry.

- Who will have access to my information? Myself and my dissertation chair and committee.
  Participation is voluntary. However, you can leave the study at any time, even if you have not finished, without any penalty or loss of benefits to which you are otherwise entitled. If you decide to stop participation, you may do so by closing the web page. If so, I will not use the information I gathered from you.
- Any possible risks or discomforts? No
- Any direct benefits for me? No
- Any paid compensation for my time? You will not be paid for your time or participation.

- **How will my information and/or identity be protected?** The information collected in this survey will not have any identifiable information. The researcher will keep all information in numerical format and only those listed above will have access to this data for a period of time required by GCU.

PRESENTATION OF INFORMATION COLLECTED

The data in this study will be presented to GCU as a dissertation and published in ProQuest. Data may be used for presentation at conferences as approved by GCU at a later date.

PRIVACY AND DATA SECURITY

- **Will researchers ever be able to link my data/responses back to me?** No
- **Will my data include information that can identify me (names, addresses, etc.)?** No
- **Will researchers assign my data/responses a research ID code to use instead of my name?** No, your name is not being collected.
  - **If yes, will researchers create a list to link names with their research ID codes?** N/A
  - **If yes, how will researchers secure the link of names and research ID codes?** N/A. **How long will the link be kept? Who has access? Approximate destroy date?** N/A
- **How will my data be protected (electronic and hardcopy)?**
  - The data will be stored on an external hard drive in a fire proof safe.
- **Where?**
  - In the researcher's office
- **How long?**
  - Three years
- **Who will have access?**
  - The researcher
- **Approximate destroy or de-identification date?**
  - Three years after publication of the dissertation.
- **Where and how will the signed consent forms be secured?**
  - With the other data from the survey as listed above.

FUTURE RESEARCH

No identifying data will be collected for this study. The data collected for this study could be used for future research studies or distributed to other researchers for future use without additional informed consent from you or your legally authorized representative.

STUDY CONTACTS

Any questions you have concerning the research study or your participation in the study, before or after your consent, will be answered by Dan L. Lewis, who may be contacted by email at ▮▮▮▮▮▮▮▮▮▮▮▮ or by phone at ▮▮▮▮▮▮▮.

If you have questions about your rights as a subject/participant in this research, or if you feel you have been placed at risk, you can contact the Chair of the Human Subjects Institutional Review Board, through the College of Doctoral Studies at IRB@gcu.edu; (602) 639-7804.

VOLUNTARY CONSENT

PARTICIPANT'S RIGHTS

- You have been given an opportunity to read and discuss the informed consent and ask questions about this study;
- You have been given enough time to consider whether or not you want to participate;
- You have read and understand the terms and conditions and agree to take part in this research study;
- You understand your participation is voluntary and that you may stop participation at any time without penalty.

I agree   I do not agree

Appendix D.

Copy of Instruments and Permissions Letters to Use the Instruments

Turnover Intention Scale 6 Item Version (TIS-6)

Dan L Lewis

From:	Dan L Lewis
Sent:	Monday, July 19, 2021 9:07 PM
To:	groodt@uj.ac.za
Cc:	▇▇▇▇▇▇▇▇
Subject:	Turnover Intention Scale 6-Item Version

Good Evening Professor Roodt;

My name is Dan Lewis. I am a doctoral student at Grand Canyon University in Phoenix, Arizona. I am working on my Ed.D in Organizational Development.

For my dissertation, I am completing a study titled The Relationship Between Emotional Dissonance, Perceived Supervisors' Support, and Employee Turnover Intention in Public Safety Communicators. Last year, I contacted you for permission to use the Turnover Intention Scale, 6-Item Version as an operational measure for my study. I did not complete my study within the one year time frame required by the University for my permission letter.

I am writing today to seek your permission for using this instrument in my dissertation research.

I look forward to hearing from you, and if you need more information regarding my study, please let me know.

Sincerely;

Dan L. Lewis
Doctoral Student
Grand Cayon University

Dan L Lewis

From:	roodtg8@gmail.com
Sent:	Tuesday, July 20, 2021 6:40 AM
To:	Dan L Lewis
Subject:	RE: Turnover Intention Scale 6-Item Version
Attachments:	Turnover intentions questionnaire - v4.doc

Dear Dan

You are welcome to use the TIS for your research (please accept this e-mail as the formal permission letter). For this purpose please find the TIS-15 attached for your convenience. This TIS-6 (version 4) consists of the first six items high-lighted in yellow. You may use any one of these two versions. The TIS is based on the Theory of Planned Behaviour.

The only two conditions for using the TIS are that it may not be used for commercial purposes (other than for post graduate research) and second that it should be properly referenced as (Roodt, 2004) as in the article by Bothma & Roodt (2013) in the SA Journal of Human Resource Management (open access).

It is easy to score the TIS-6. Merely add the item scores to get a total score. The midpoint of the scale is 18 (3 x 6). If the total score is below 18 then the it indicates a desire to stay. If the scores are above 18 it indicates a desire to leave the organisation. The minimum a person can get is 6 (6 x 1) and the maximum is 30 (5 x 6). No item scores need to be reflected (reverse scored).

It is recommended that you conduct a CFA on the item scores to assess the dimensionality of the scale. We found that respondents with a matric (grade12) tertiary school qualification tend to understand the items better and consequently an uni-dimensional factor structure is obtained.

If you wish to translate the TIS in a local language, you are welcome to do so. It is recommended that a language expert is used in the translate - back translate method. I wish you all the best with your research!

Best regards

Prof Gert Roodt

TURNOVER INTENTION SCALE (TIS)

The following section aims to ascertain the extent to which you intend to stay at the organisation.

Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS.....

1	How often have you considered leaving your job?	Never	1-------2-------3-------4-------5	Always
2	How frequently do you scan the newspapers in search of alternative job opportunities?	Never	1-------2-------3-------4-------5	All the time
3	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1-------2-------3-------4-------5	Totally dissatisfying
4	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-------2-------3-------4-------5	Always
5	How often are your personal values at work compromised?	Never	1-------2-------3-------4-------5	Always
6	How often do you dream about getting another job that will better suit your personal needs?	Never	1-------2-------3-------4-------5	Always
7	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-------2-------3-------4-------5	Highly likely
8	How often do you look forward to another day at work?	Always	1-------2-------3-------4-------5	Never
9	How often do you think about starting your own business?	Never	1-------2-------3-------4-------5	Always
10R	To what extent do responsibilities prevent you from quitting your job?	To no extent	1-------2-------3-------4-------5	To a very large extent
11R	To what extent do the benefits associated with your current job prevent you from quitting your job?	To no extent	1-------2-------3-------4-------5	To a very large extent
12	How frequently are you emotionally agitated when arriving home after work?	Never	1-------2-------3-------4-------5	All of the time
13	To what extent does your current job have a negative effect on your personal well-being?	To no extent	1-------2-------3-------4-------5	To a very large extent
14R	To what extent does the "fear of the unknown", prevent you from quitting?	To no extent	1-------2-------3-------4-------5	To a very large extent
15	How frequently do you scan the internet in search of alternative job opportunities?	Never	1-------2-------3-------4-------5	All of the time

Emotional Dissonance Subscale of the Emotional Labor Scale

Dan L Lewis

From:	Dan L Lewis
Sent:	Monday, July 19, 2021 9:00 PM
To:	marie.andela@univ-fcomte.fr
Cc:	█████████████
Subject:	Emotional Dissonance Subscale Permission

Good Afternoon Dr. Andela;

My name is Dan Lewis. I am a doctoral student at Grand Canyon University in Phoenix, Arizona. I am working on my Ed.D in Organizational Development.

For my dissertation, I am completing a study titled The Relationship Between Emotional Dissonance, Perceived Supervisors' Support, and Employee Turnover Intention in Public Safety Communicators. Last year, I contacted you for permission to use the Emotional Dissonance Subscale of the Emotional Labor Scale to measure Emotional Dissonance. I did not complete my study within the one year time frame required by the University for my permission letter.

I am writing today to seek your permission for using this instrument in my dissertation research.

I look forward to hearing from you, and if you need more information regarding my study, please let me know.

Sincerely;

Dan L. Lewis
Doctoral Student
Grand Cayon University

Dan L Lewis

From:	marie.andela@univ-fcomte.fr
Sent:	Tuesday, July 20, 2021 10:05 AM
To:	Dan L Lewis
Subject:	Re: Emotional Dissonance Subscale Permission

Hello,

Yes you can use my scale by citing my paper in your references.

Best regards,

Marie Andela

Emotional Dissonance Subscale of the Emotional Labor Scale

The emotional dissonance subscale uses a 5-point Likert scale, e.g., "1-strongly agree" to 5- strongly disagree.

Emotional Dissonance 1

The emotions that I feel in my job do not correspond to these I would like to feel.

Emotional Dissonance 2

My work situation brings me to experience emotions at variance with those I would like to feel.

Emotional Dissonance 3

I experience a discrepancy between the emotions I express to be professional and what I feel.

Emotional Dissonance 4

The emotions I show in order to be professional are not in phase with my inner feelings.

Survey of Perceived Organizational Support

Dan L Lewis

From:	Dan L Lewis
Sent:	Monday, July 19, 2021 9:03 PM
To:	Eisenberger, Robert W
Cc:	▮▮▮▮▮▮▮
Subject:	Survey of Perceived Organizational Support

Good Afternon Dr. Eisenberger;;

My name is Dan Lewis. I am a doctoral student at Grand Canyon University in Phoenix, Arizona. I am working on my Ed.D in Organizational Development.

For my dissertation, I am completing a study titled The Relationship Between Emotional Dissonance, Perceived Supervisors' Support, and Employee Turnover Intention in Public Safety Communicators. Last year, I contacted you for permission to use the Survey of Perceived Organizational Support as an operational measure for my study. I did not complete my study within the one year time frame required by the University for my permission letter.

I am writing today to seek your permission for using this instrument in my dissertation research.

I look forward to hearing from you, and if you need more information regarding my study, please let me know.

Sincerely;

Dan L. Lewis
Doctoral Student
Grand Cayon University

Dan L Lewis

From:	Eisenberger, Robert W <reisenbe@Central.UH.EDU>
Sent:	Friday, July 23, 2021 12:35 PM
To:	Dan L Lewis
Cc:	▮▮▮▮▮▮▮
Subject:	Re: Survey of Perceived Organizational Support

Hi Dan,
My approval of use of the POS scale for research extends from now to eternity!
Cordially,
Bob

Robert Eisenberger
Professor of Psychology
College of Liberal Arts & Soc. Sciences
Professor of Leadership and Management
C. T. Bauer College of Business
University of Houston
reisenberger2@uh.edu
(302)353-8151

Format for the 8-item Survey of Perceived Organizational Support
© University of Delaware, 1984

Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at _____. Please indicate the degree of your agreement or disagreement with each statement by filling in the circle on your answer sheet that best represents your point of view about _____. Please choose from the following answers:

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

1. The organization values my contribution to its well-being.
3. The organization fails to appreciate any extra effort from me. (R)
7. The organization would ignore any complaint from me. (R)
9. The organization really cares about my well-being.
17. Even if I did the best job possible, the organization would fail to notice. (R)
21. The organization cares about my general satisfaction at work.
23. The organization shows very little concern for me. (R)
27. The organization takes pride in my accomplishments at work.

Appendix E.

Power Analyses for Sample Size Calculation (Quantitative Only)

Appendix F.

Additional Appendices

Recruitment Flyer

RECRUITMENT

Date: 07/21/2021

I am Dan L. Lewis, a doctoral student under the supervision of Dr. Rich Varrati in the College of Doctoral Studies at Grand Canyon University. The purpose of this study is to determine how emotional dissonance and perceived supervisors' support may impact the desire to voluntarily quit your job in public safety communications.

I am recruiting individuals that meet these criteria:

- Answer and process 911 or emergency calls as your main job.

You cannot be in this study if you:
- Do not answer or process 911 or emergency calls as your main job.
- Work as a supervisor or manager.

The activities for this research project will include:

- Willing to answer personal, identifiable, demographic questions related to age, gender, type of center, and length of service in the industry.
- Complete an online survey – 15 minutes or less

Your participation in this study is voluntary.

All data from this study will be protected by downloading the data to an external hard drive. After the data has been analyzed, the hard drive will be stored in a fire proof safe for three years.

If you are interested in participating in this study please click the link below, or the link in this posting, and agree to the consent statement at the beginning of the survey.
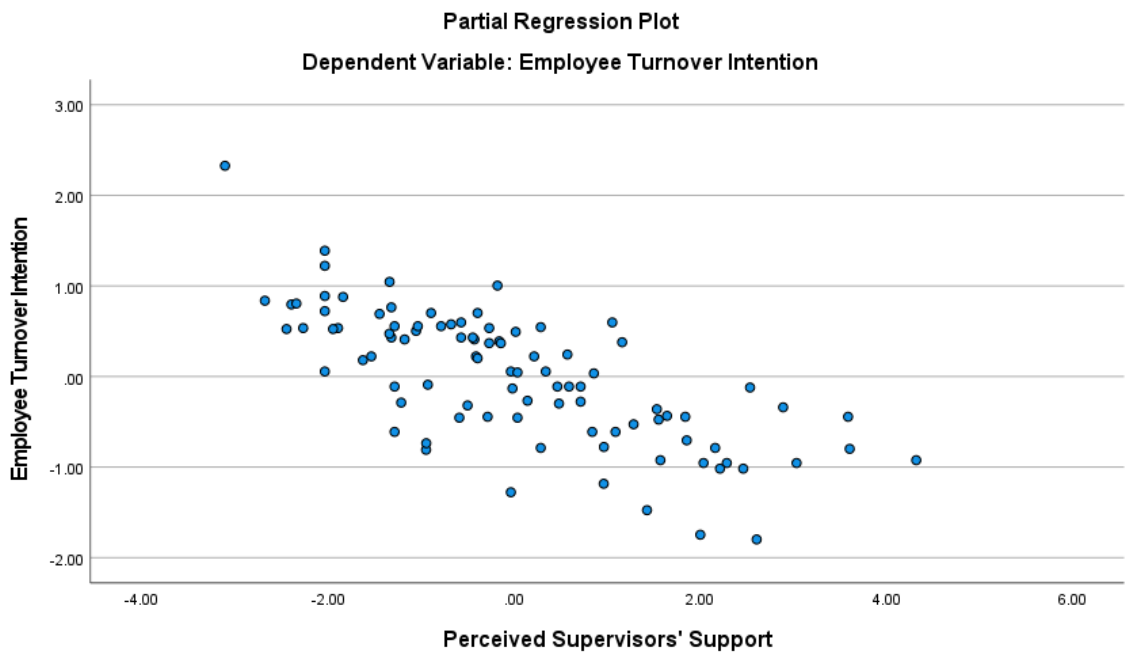
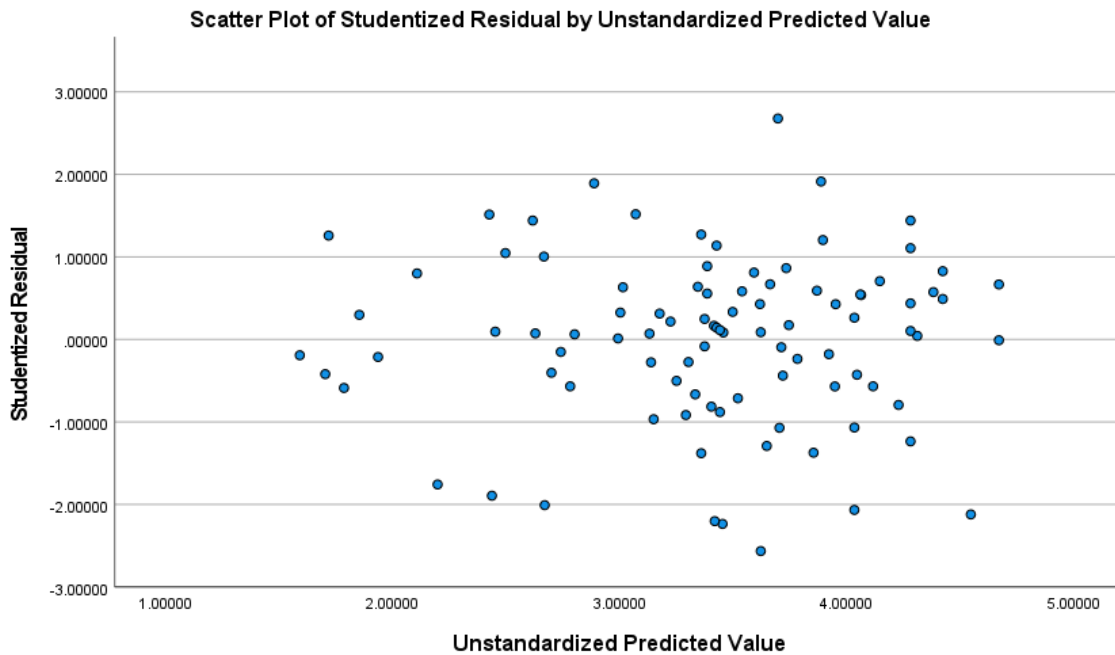Click Here to be taken to the survey: https://www.surveymonkey.com/r/MHRBMMP

Thank you!

Dan Lewis
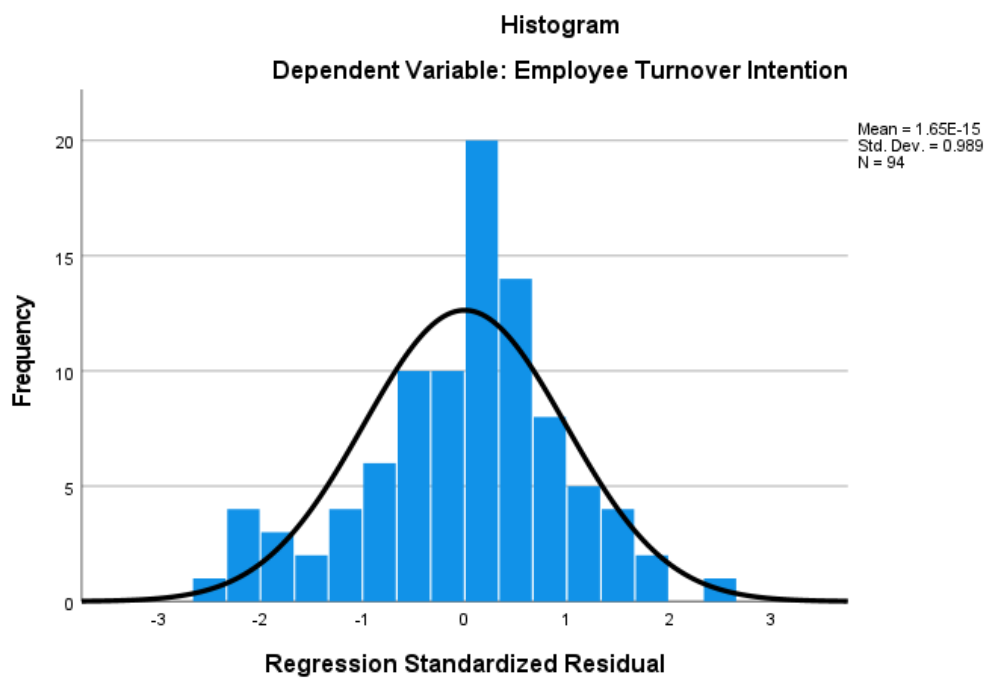**Doctoral Learner**
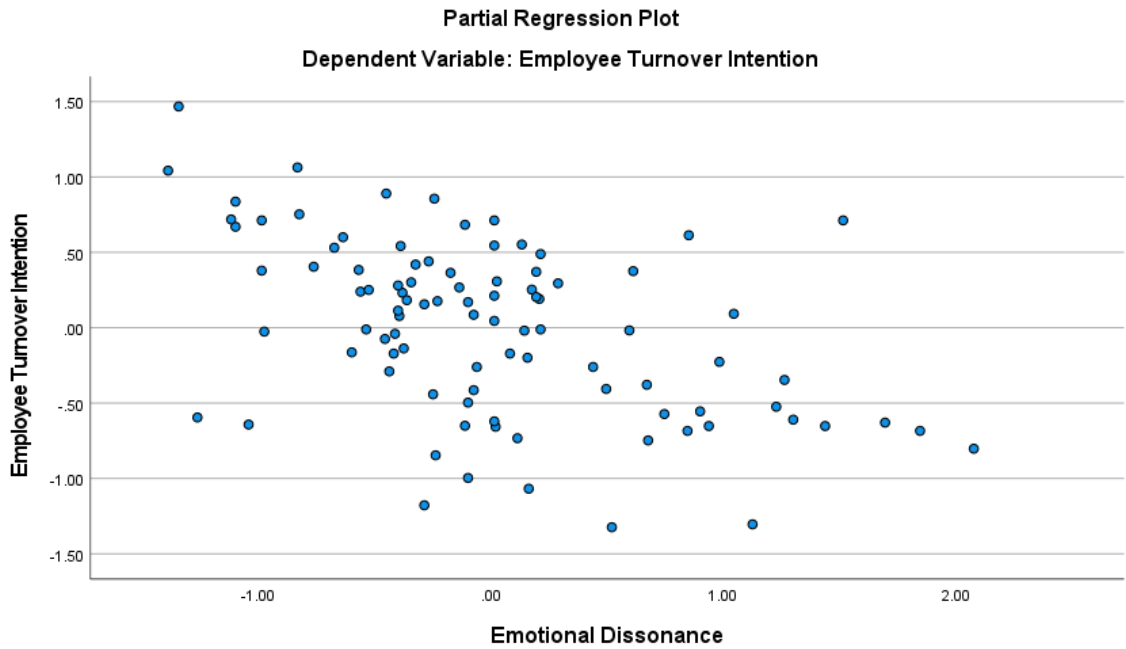
Figure F1. Partial Regression Plot for Emotional Dissonance
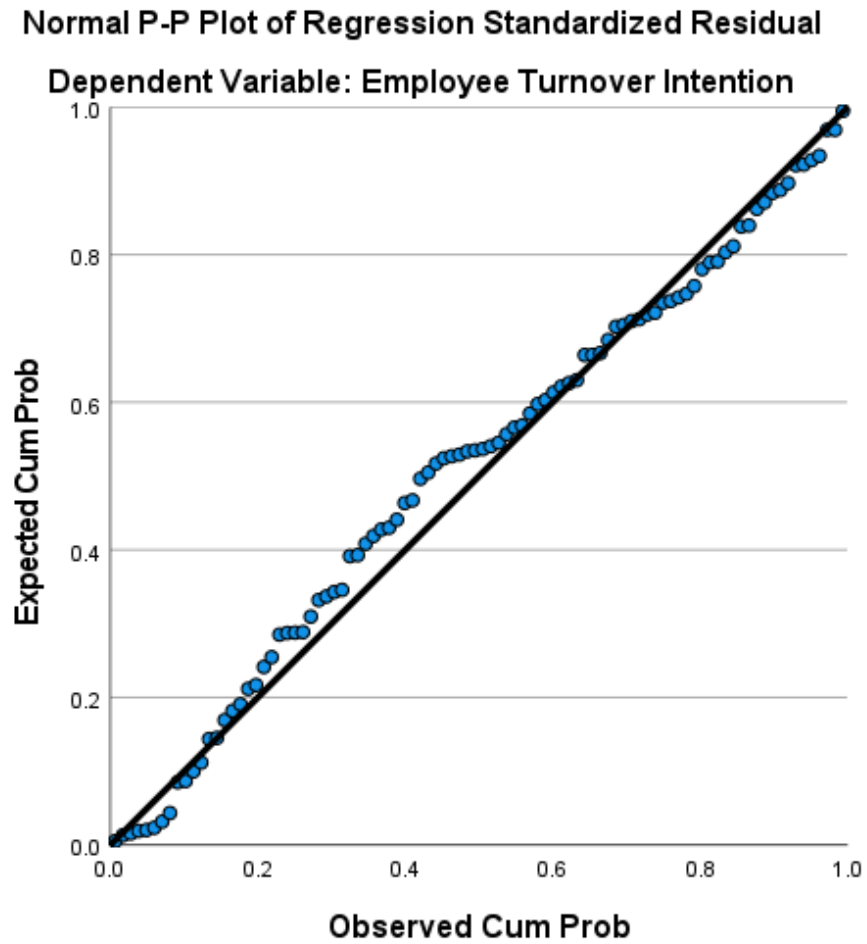

Figure F2. Partial Regression Plot for Perceived Supervisors' Support

Figure F3. Scatterplot of Predicted Value Versus Studentized Residuals.

Figure F4. Histogram

Figure F5. Normal p-p plot of Regression Standardized Residual