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Job Attitudes of 911 Professionals: A Case Study of Turnover Intentions and Concerns Among Local Governments Throughout Central Florida

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JOB ATTITUDES OF 911 PROFESSIONALS: A CASE STUDY
OF TURNOVER INTENTIONS AND CONCERNS
AMONG LOCAL GOVERNMENTS
THROUGHOUT CENTRAL FLORIDA

by

ERIK C. CERBULIS

A thesis submitted in partial fulfillment of the requirements
for Honors in the Majors
in the Department of Public Administration
in the College of Health and Public Affairs
at the University of Central Florida
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ABSTRACT

The purpose of this study was to understand turnover intentions of 911 workers and to identify job factors that are related to turnover. Serving as the link between the public and police, fire and ambulance services, 911 operators work behind the scenes, under stressful conditions and often times without recognition or appreciation. Across the nation, there is a high rate of turnover by 911 operators and a difficulty in recruiting competent personnel to replace them.

A cross-sectional survey research study was conducted using 911 operators from police departments throughout Central Florida. A questionnaire was developed using a combination of established questions, focusing on specific issues of turnover intentions, job satisfaction, job performance, management strategies, job challenges, and role clarity. In addition, questions relating specifically to 911 operators were incorporated into the questionnaire. Twenty-five agencies from the seven Central Florida counties participated in the study, including six sheriff's offices, 18 police departments, and one private public safety agency. Out of 659 questionnaires sent out, 370 were returned for a response rate of 56 percent.

As part of the research, both management and line operators were surveyed to determine if variations in perceptions existed. Although 911 operators felt turnover was an important issue in their agencies, data indicated turnover intentions were low. Areas

of dissatisfaction included pay rates, low staffing levels, job training issues, and lack of positive recognition from both management and officers.

Descriptive statistics were reported according to the data received. Results indicated that most employees did not think about quitting or leaving for another agency, but strongly felt that turnover was a major issue in their agencies. Overall job satisfaction was very high, although with pay and advancement opportunities satisfaction was very low. Respondents also felt that they did not receive enough recognition and appreciation by management, yet were willing to put in extra effort for the success of their agencies. In looking at the results of job stress questions, participants indicated that they didn't feel burned out from work but did believe that too many others burned out from demands of the job. Results also indicated a strong conflict between work and family life issues.

Cross-tabulations were reported based upon independent variables of agency type, position, tenure and marital status. Results from these analyses reaffirmed many of the same finding as determined in the descriptive statistics. Management showed slightly higher levels of job satisfaction than line employees in all areas. There was also higher satisfaction with pay for those employees with less than two years of service than for those with more than two years. The majority of respondents intended to remain with their agency for the next five years and did not intend to quit, showing a strong dedication to their individual agencies.

Finally, correlations were also conducted to show positive or negative relationships between the major issues. A negative relationship was found between turnover intentions and job satisfaction as well as job satisfaction and job challenges. There was also a positive correlation between job challenges and turnover intentions.

There was a negative relationship between job satisfaction and job security, indicating the high level of perceived job insecurity correlates to the low level of job satisfaction. The same reason also explains the relationship found between job challenges and job security results.

The results indicated that 911 professionals, regardless of position, show a high satisfaction for their jobs despite problems that may exist. It is necessary for both managers and supervisors to show appreciation towards their employees, highlighting positive actions rather than just negative actions. In addition, agencies have made a concerted effort to increase starting pay for new-hires, yet have not adjusted veteran employee pay rates accordingly. Management should attempt to correct this problem in order to reduce turnover. Other areas of focus by management should be training programs, hiring practices, and advancement opportunities for qualified employees.

Ideas of further research were suggested to include a longitudinal study of 911 centers. By determining if there is a decrease in turnover and turnover intentions by employees, management can deduce if their practices are effective or if other methods and ideas need to be formulated. A study of various geographical locations would help to determine if any problems are specific to this particular area or if they are universal. This is an untapped area of research that requires much attention in order to maintain the health and welfare of every community.

THIS THESIS IS DEDICATED

TO THE MEMORY OF MY FATHER,
VISVALDIS O. CERBULIS

ACKNOWLEDGEMENTS

A special thanks goes out to several people for their support and guidance during the construction of this thesis.

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INTRODUCTION

Studies on the turnover intentions of 911 professionals in public safety agencies are an untapped area of research. Currently, organizations nationwide are experiencing high amounts of turnover of their 911 operators and difficulty in filling these vacant positions. Public safety agencies have a responsibility to ensure that there adequate levels of personnel on duty to handle all levels of calls received.

An empirical study was completed of 911 professionals to look at turnover intentions and job concerns. Prior to beginning the research, a review of the literature was conducted concerning turnover and turnover intentions. Specifically, these issues were associated with the job demands of 911 operators, along with other areas including job satisfaction, job stress, and current management techniques and practices.

A questionnaire was developed using a combination of established questions and original questions relating specifically to 911 professionals and their job requirements. The target population for this study was 911 centers located within the seven Central Florida counties. This included law enforcement communication centers situated in both police departments and sheriff's offices. Data was collected from both management and line operators in the 911 centers utilizing voluntary, anonymous questionnaires. The information was then coded and transferred to a database.

Multiple analyses were performed including descriptive statistics, cross-tabulations, and correlations. Areas of both employee satisfaction and dissatisfaction were identified based upon the information received. Each of the categories in the study was cross-tabulated with specific background information to determine any noticeable patterns could be perceived.

In addition, various coefficients and variables were identified, including alpha, gamma, lambda, and chi to assist in determining validity and reliability. Finally, conclusions were drawn from the results achieved. Suggestions with regards to potential techniques to reduce turnover rates in their 911 communication centers were also provided.

LITERATURE REVIEW

Introduction

The focus of this literature review is to look at issues of turnover and turnover intentions, in particular, how these concepts relate to the job functions of 911 operators. To begin, both turnover and turnover intentions will be defined. Next, turnover will be identified as it correlates to 911 operators. Various studies previously conducted on turnover will be reviewed, with particular attention focusing on factors that have been proven to influence employee turnover. Finally, the literature will conclude with a brief discussion on management techniques and prevention practices as they relate to employee turnover.

Over the past several decades, many studies have been done to analyze and research the issue of employee turnover. There is very little controversy or debate that employee turnover is one of, if not the most, expensive concerns an employer must deal with. Specific studies have been done to look at a variety of professions such as nursing (Price & Mueller, 1981), accounting (Farrell & Petersen, 1984), detention workers (Liou 1998), retail employees (Good, Sisler, & Gentry, 1988), caseworkers (Balfour & Neff, 1993), and management (Mitchel 1981). To date, very few studies have been conducted on 911 operators in relation to turnover. Some research has been conducted concerning dispatcher stress (Burke 1991), but only recently have any studies proceeded any further.

911 operators work in emergency communication centers, also known as Primary Safety Answering Points (PSAP's). When a person dials 911, they are immediately connected with the appropriate jurisdictional agency for their location. The 911 operator, also known as a dispatcher and/or communications operator, dispatches for police departments, fire departments, or both. These are the individuals who provide the link between the public and emergency services (Burke 1991).

911 is what comes to mind when people think about or have an emergency. All across the country, 911 operators, on a daily basis, face problems and stressful incidents that might scare a normal person. They work around the clock, 365 days a year, many times sacrificing many of the novelties that most people take for granted. Very often, senior personnel are the ones who get to enjoy holidays, such as Christmas, Thanksgiving, and Easter. This leaves the newer employees working; frequently forcing them to forego family functions or to alter their home lives in order to accommodate the needs of the agency.

Turnover and Turnover Intention

To begin, it is necessary to define the concept of turnover. Turnover can be defined in several ways and there may not be one single correct way to define this term (Cawsey & Wedley, 1979). One definition of turnover is the number of employees who leave an organization, either voluntarily or involuntarily, based upon any number of independent variables. It is necessary to study turnover for several reasons. When an individual is hired by an organization, both time and money are invested into that person

in anticipation of receiving work production from them. If that person leaves the employ of the organization, it is necessary to search for a replacement, then spend more money on training and have the new person become acclimated to the job position. Turnover can have a negative impact on management and the organization. By not retaining employees, management will question their practices and the organization will have to perform extra duties to compensate for the lack of personnel.

The theme of turnover is not generally a quick process. Normally, it is a culmination of several events, routinely negative in character, experienced by an employee that leads up to a final decision of quitting. These events provoke the person to debate upon options that are available, such as staying with an organization because the benefits outweigh the downfalls, transferring to another department, or leaving the organization.

The concept of turnover in itself is not difficult to comprehend. Simply stated, people leave a position and therefore the organization must replace them. The problems develop when it is necessary to replace these employees with equally or more qualified personnel. This may or may not be easily accomplished, based upon the available labor market. Obviously, if a small business loses, for example, ten employees in a year, this can cause a greater impact than if a large business loses the same number of people. This is true especially if the positions involved are highly specialized in nature and more difficult to replenish. Then the employer faces a greater challenge of an even smaller labor pool.

It is unavoidable to have turnover in any organization at some point during the span of their existence (Cawsey & Wedley, 1979). Employees get older and retire, decide to change careers, or are unable to work in the necessary capacity. Many organizations are spending thousands of dollars a year due to the cost of employee turnover (Cawsey & Wedley, 1979) and as such, detracting from potential profits to be earned. For example, according to Cawsey & Wedley (1979), a lumber company with 145 hourly-paid employees was documented as spending \$341,000 per year on turnover. This equates to an average cost of over \$2,350 per person. A national consumer finance firm with 839 employees spent \$1.3 million dollars per year in turnover-related costs. This breaks down to almost \$1,600 per person.

The problem seems to increase when companies, such as a Canadian mining company, were seen paying out \$48 million per year in turnover-related costs. While this is an enormous amount of money that detracts from a company's net profits, it should be noted that this is calculated as being only \$400 per person. Therefore, it should be understood that the cost of turnover is directly related to the type of job, the level of skill specialization required, and the amount of employees utilized. This doesn't detract from the importance of reducing turnover since the bottom line for any business is earning money. This money could have been redirected towards other items, such as new equipment or any other item that management deemed necessary.

The associated costs of employee turnover can be measured to include several items. For instance, some costs incurred are specialized training required for a job position, the price of overtime to fill the open position(s), advertising, recruiting, the cost

of reviewing multiple applicants, exit interviews, severance pay, reduced productivity, as well as any other expenses occurred (Cawsey & Wedley, 1979). These are only the monetary aspects of employee turnover. For this reason, it is essential that administrative leaders can identify problems causing turnover and attempt to reduce losing beneficial employees.

The issue of employee turnover can be detrimental to the existence of an organization. Without employees who make up the backbone of the business, a company is not able to exist or function in the capacity necessary or desired. If employee turnover gets out of hand, a downhill spiral of events can begin to occur, leading to issues of poor employee morale and work performance, possibly more turnover and eventual disaster for the organization.

Turnover Intentions

Turnover is not simply an action that is taken by an employee at any given point in time. It is more of a process in which actually leaving is the culmination of events. Turnover is preceded by turnover intention (Michaels & Spector, 1982) which is headed by any immense number of correlates. There is a significant difference between turnover intention and actual turnover.

Intention refers to a person contemplating the notion of leaving and turnover refers to the person actually going through with the idea. Farris (1971) showed that it was possible to study employee intentions of leaving an organization and although not completely accurate, this can help in reducing turnover. According to his study, low

morale can be an effective indicator of employee turnover intentions. There has been research done showing that there exists a positive correlation between job satisfaction and unemployment rates, which in turn, affects turnover intentions (Kirschenbaum & Mano-Negrin, 1999).

Recently, various studies have turned their focus from the study of actual turnover figures towards identifying reasons that employees want to leave (Mitchel, 1981; Good et al., 1988; George & Jones, 1996; Liou 1998; Chang 1999). The theory behind this reasoning is that if employees are pleased in their workplace, the outcome will be beneficial for both them and the organization. This proactive type of initiative has been an attempt to keep employees content and loyal with the company. If employee turnover is kept to a minimum, the company can focus on other areas of importance.

911 Operators and Turnover

Over the past decade, more and more attention and scrutiny has been focused towards the 911 system and especially the 911 operators; greatly due to television shows such as "Rescue 911." During this time period, more and more focus has gone into the type of work done by dispatchers and the mistakes they make. Only recently has the public become educated on how the process operates, from the moment that a person calls 911 until the moment that emergency units arrive at the scene. Even more recent than that are the effects that the stress levels have on dispatchers.

For many years, researchers have looked at the traumatic effects experienced by firefighters and police officers, but the persons behind the scenes have been disregarded.

Burke (1991) showed in his study that there is a direct correlation between the stress that dispatchers handle and variables such as recognition, job satisfaction, and locus of control. The results were also compared to other professional groups and the stress levels to which they are exposed.

Very often, the job of a 911 operator is compared to that of an air traffic controller in terms of stress levels (Burke 1991). Referred to as the forgotten heroes, praise is given to officers and firefighters (those in the public's view) leaving the communications operators to take a back seat. Communication centers are commonly referred to as the central nervous system and even the spinal cord of public safety agencies, working behind the scenes but being as necessary as the field units.

A new respect is being gained for the position and the difficult tasks that must be completed. The 911 operators are the people who have first contact with the suicidal caller, the person who is being beaten up by their spouse, or the frantic woman calling for help because her son or daughter is drowning in the family pool. These are the people who are prepared to undertake the overburdening stresses of an ungrateful and sometimes unpleasant job and then left to deal with the results on their own, which can result in permanent mental and health problems.

When asked why a person remains a 911 dispatcher, the principal response received is that the rewards outweigh the costs and they like to help people. This job used to be a position approached primarily by women in order for them to work in the community. Nowadays, this status is changing. Not only are more women going out into

the field to become police officers and firefighters, but also more men are entering into the communications field.

The job requirements of a 911 operator carry along with it a lot of pressure. From the moment they answer each 911 call, dispatchers are required to be adept at doing several things at a time, also known as being multi-dexterical. They have to take control of a situation, correctly categorize each and every call not only for the safety and concern of the caller but also for the officer(s) and field units responding. The dispatcher must obtain information from the complainant and type the data into a computer, and send the proper units to those in need of help, all the while remaining immune from becoming hysterical and doing their best to keep the caller calm as well.

Some of the many other duties performed by the communications operator in addition to answering 911 lines are answering requests from field units, answering the administrative telephone lines, completing computer requests, and typing/writing call information as it is received (Burke 1995). In many small agencies, 911 operators are required to work alone for hours at a time. It is not inconceivable to find the dispatcher handling multiple calls at any given moment. One only needs to think about the liability potential, due to a mistake made by the 911 operator at any given time, to get a clearer understanding of why dispatchers suffer from stress and related health problems.

There are other factors that lead dispatchers to reaching a point of stress overload. Some factors are the low status that they receive within their department, the limited and infrequent training that is available specifically to dispatchers, as well as the salaries earned compared to the amount of work required (Burke 1995). Accompanying these are

other reasons such as uncooperative schedules and long hours, which have been known to create stress and burnout.

Nationwide, agencies are experiencing high turnover rates of dispatchers, many times quicker than they can hire and train new ones. As dispatch centers are losing 911 operators, other factors are being triggered causing additional pressure on those remaining operators. Among them are increases of overtime shifts to be filled, decreases in overall morale, and more responsibility for one's own actions (Allen, 1997).

There are several factors that may discourage 911 operators from remaining with an agency. To begin with, frequently 911 operators are required to work in harsh and unpleasant conditions. Often times, dispatch centers are located in basements of buildings with dreary conditions. Inadequate lighting, poor air ventilation, as well as being cooped up inside a small room for several hours at a time are just a couple of the problems faced by dispatchers everyday.

Public Safety agencies across the country are acknowledging that there is a great need to hire more communication operators. Due to bureaucratic hang-ups, many times several agencies are coming together to consolidate their dispatch centers, in an effort to decrease the number of operators necessary and to offset the problem, at least temporarily.

Some agencies are in great peril as far as staffing issues are concerned. Every center has a minimum required staffing level that must be adhered to at all times in order to properly function. According to a survey conducted by the Association of Public Safety Communications Officials (APCO), statistics showed that the turnover rate of

dispatchers is still increasing. Many agencies are down 25 percent or more at any given time (Hagstrom 1991; Phillips 1998). This may not sound to be a large number, but consider if the total allotted personnel level for a communications center is 16 people. This requires the remaining employees to work longer hours and much overtime. In addition, factor in other issues such as time off and the burden intensifies. The result is that agencies are experimenting with new schedules, using configurations of 8, 10, or even 12 hour shifts in order to maintain adequate staffing levels (Dispatch Monthly, 2000).

It is not unusual to find dispatchers working an extra 10-14 hours of overtime in any given two-week period (Stress 101, 1999). This amount of overtime on a regular basis causes massive burnout of the employees, increased use of sick time, and forces them to forsake other aspects of their lives, such as family, religion, and education. When agencies advertise for job openings for the position of communication operator, they are hard pressed to find good candidates to hire (Stress 101, 1999).

Normally there is an extensive background check and great care must be taken to find qualified persons. Technological advancements have also placed tighter restrictions on hiring of 911 dispatchers. This places supervisors in a difficult position. They are forced to either lower their standards or continue to seek qualified people, either way, at the expense of the other employees.

Once acceptable candidates are found and hired, all new-hires must go through an extensive on-the-job training program. A training program can vary in length depending upon the agency requirements. Smaller agencies have training programs that last three to

four months and larger agencies may have programs with a one-year duration. Whatever the length of the program, it must include every facet of the dispatch function. If the 911 operator is unsuccessful in passing the training program, then they should be terminated (providing that they were given every opportunity to improve). While this is an expensive route to take, it is necessary in order to decrease liability for the agency and maintain the safety of the public. If this does happen, then the entire hiring process must begin anew.

Currently, there are no federal mandates on certifications prior to employment. The hiring agency will send each dispatcher through the necessary schooling, such as the APCO 40-hour Basic Telecommunications Course. In some areas, programs are being developed at the community college level and the state university level to help people earn degrees and certificates in Public Safety Telecommunications (PST). Jacksonville (Ala.) State University recently unveiled their distance-learning program, allowing dispatchers from all over the world to earn an associates or a baccalaureate degree in PST. (Klees 2000).

On the other hand, because of the high turnover rate, it is not uncommon for agencies to have several job positions vacant. Agencies have begun to search for qualified personnel in a rather likely area, that of surrounding agencies. There are benefits unique to both types of agencies, large and small. Smaller agencies often have a closer-knit working relationship with their co-workers and a lower call volume. On the down side, smaller agencies also may have their dispatchers working by themselves during notably slower times. The larger agencies have more opportunity for

advancement and promotion, and call volume is much greater. Some dispatchers leave for monetary reasons, but this normally occurs with newer dispatchers because they don't have the same amount of benefits (i.e. accrued sick and vacation time, seniority, and retirement investments) as do those communication operators that have been with an organization for several years.

Searching for personnel from other departments has some advantages for an organization. To begin, they are acquiring operators who have experience in this line of work and have training as well. This can reduce the amount of time that the agency has to spend on training the new employee and can incorporate them sooner. Whether or not this practice is considered to be ethical is a separate subject for debate.

Turnover Studies

There are two major categories of employee turnover. The two basic types of employee turnover are voluntary and involuntary turnover. Employee turnover should not only be expected or looked for from poor performing employees. In fact, those employees who are assets to an organization may be just as likely to leave (Farris 1971). While both are different in many aspects, each has the same result, which is the necessity to hire another person to fill a vacant position.

The first type of turnover is involuntary turnover. Simply stated, this is when the employee is terminated from an organization by management. The cost of this can be more expensive for the company due to legal fees. When employees are fired, it should be done as professionally as possible, so not to demoralize other employees and cause

any type of undue retaliation. This type of turnover is normally viewed upon as being unfavorable, but in reality, it may be inevitable and necessary at times to protect the integrity of an organization and its constituents.

The second type of turnover is voluntary turnover, in which the employee leaves on his/her own free will. Normally the reasons for voluntary turnover are personal and can vary. An employee can leave to go to another business because of better benefits or an increase in salary. Promotional issues, either internal or external, lack of opportunity for promotion, medical reasons, or various other reasons, can be the deciding factors. Another type of voluntary turnover is when an employee who is not performing up to standards or expectations is coerced to leave as an 'alternative option' to being terminated. The intent of this study will focus primarily on voluntary turnover and the factors that influence it.

Blau & Boal (1987) broke down voluntary turnover into two categories. Functional turnover is when an employee leaves an organization and the organization's evaluation of the individual is negative. This is due to the employee not performing to the level that they would prefer. Dysfunctional turnover is when an employee leaves an organization and the organization has given the individual positive evaluations. In this case, the employee is an asset to the company and the loss will have a greater impact on the business, primarily in terms of monetary values.

Studies have focused upon employee turnover by analyzing issues of what caused them to leave after the fact and how many people leave a specific organization within a

certain time period. Exit interviews have been a major source of this information. This type of reactive study has helped to identify the situation but not to solve the problem.

Other studies have found that it is possible to predict turnover of current employees (Farris 1971; Blau & Boal, 1987). For example, in one study conducted, it was observed that employee commitment decreased significantly the closer the employee came to quitting (Farrell & Petersen, 1984). This can be seen through patterns of increased absenteeism and decreased work performance. Organizations are taking the results of the studies and developing programs, including incentives such as quality benefits, insurance, and flexible schedules, in an attempt to alleviate the amount of turnover (Cawsey & Weldley, 1979). While employers may not be able to identify which people specifically will leave they are able to identify characteristics, both good and bad, that can be used as indicators.

According to Cawsey & Wedley (1979), turnover can be controlled, meaning that the organization can "have a major influence over whether the individual leaves or remains." This is accomplished through effective management practices, adequate working conditions, and wages paid. There are certain aspects of the job that employers can entice an employee and at the same time there are individual factors that the company may not have any control over, such as health and family reasons. The goal is to find a medium between the two sides, making their organization the premier employer, regardless of the uncontrollable circumstances. Therefore, it is necessary to identify the factors influence employee turnover.

Factors Influencing Employee Turnover

There are several factors that cause employee turnover. Each of them can work independently or in conjunction with other factors. Arnold & Feldman (1982) showed that voluntary turnover is a process, rather than simply an instant decision. In addition, reasons that an individual quits a job are personal and unique, meaning that they will vary from person to person.

According to a survey completed by the Association of Public Safety Officials (APCO), in the summer of 2000, there are several reasons why 911 personnel leave their job or want to leave (Allen, 2000). They were, in ranking order from highest to lowest:

1. Working conditions – including shifts, holidays, and weekends
2. Public sector will pay better wages (normally this means that they have off on the weekends and holidays too)
3. Low salary for the amount of responsibility delegated
4. The abundance of stress that is associated with the job
5. Lack of recognition by the agency and the public. Most of the time, when they do get recognized, it is due to a tragic mistake that was made. Seldom does a 911 operator get praised for doing outstanding accomplishments.
6. Difficulty in multi-tasking
7. Lack of advancement opportunities
8. To go to another 911 communications center
9. Poor quality and/or lack of benefits

According to the same survey, which collected data from various personnel from around the county via internet and a printed survey, the reasons that people leave a 911 center are many of the same reasons that detract personnel from public safety communications (Allen, 2000). What was determined from the survey is that there are many problems that need to be addressed immediately (i.e. staffing, turnover, etc.) and there is no foreseeable solution in site. While it is not possible to alleviate all of the problems, such as the multi-tasking and responsibility issues, it is comprehensible to make changes in the majority.

Throughout the years, research has determined that several specific factors that influence turnover are age, personal situations (i.e. marital status, dependents, etc.), job security, schedule flexibility, job performance, job stress, role stress, tenure, opportunity for advancement, and the type of work itself (Cotton & Tuttle, 1986; Balfour & Wechsler, 1996). Education levels can also be a factor in turnover (Liou 1995). There are also outside influences that can impact employee turnover. Such correlates as opportunity, or the existence of other jobs in an employee's field of work, can also play a significant role (Price & Mueller, 1981).

Job satisfaction is a broad category for employee turnover. This involves how satisfied an employee is with his/her job environment. Job satisfaction has shown to be a direct correlate towards employee output and also employee turnover (Arnold & Feldman, 1982; Steel & Ovalle, 1984; Blau & Boal, 1987; George & Jones, 1996; Liou 1998). The more satisfied that the employee is, the greater the quantity and the quality of the work that will be performed, and thus, the less intent to leave the organization.

Components of job satisfaction include issues such as opportunity for advancement, pay satisfaction, satisfaction with co-workers, satisfaction with the supervisor, task significance, skill utilization, and task clarity (Ting 1997).

Morale also effects employee turnover (Wickert 1951). Employee morale can be viewed as the level of contentment that a person has for the organization he/she is employed with. If an employee is not content in their working environment, then they may not work up to their full potential. Morale can be effected by factors such as stagnation in a person's job, discrepancies between personal values and ethics and those of the organization, and support given to the employees by management. An employee, who looks forward to going to work each day and enjoys their job, knowing that they are important, will keep the ideals and priorities of the organization in mind. High morale will lead to high job satisfaction, which in turn will negatively correlate to employee turnover.

The concept of morale can be contagious as well. If one employee, especially a supervisor or a leader of sort, has poor morale, then it can spread very easily and rapidly throughout the ranks. This causes even lower performance because now there are several employees with low morale rather than just one person. Supervisors and managers need to take notice of dissatisfied employees and take corrective action to reverse this situation prior to it having negative effects on the entire organization.

When employee morale is prominent, there will be superior organizational commitment. This is how well an individual relates to an organization and their desire to remain (Balfour & Wechsler, 1996). An employee who has a strong commitment to their

employer will try to perform to the best of their capabilities, enjoy their job more, and assist the organization in reaching its objectives and goals. Therefore, it is clear to see how organizational commitment can be a factor in influencing employee turnover intentions.

If there is a dramatic decrease in organizational commitment, it may be an indication that the employee is not satisfied in the job position and may be looking to leave. Studies have been done to see if this point is valid in the event that job alternatives are low, either perceived or actual (Balfour & Wechsler, 1996). While some studies have proved this correlation positive, results have been inconsistent, primarily due to the existence of a multitude of other factors.

Employees who remain stagnant in a position are more prone to become despondent with their job. People who can grow with a company as it grows will feel that they are a greater asset and will want to take a bigger part in the success of the organization. On the other hand, when an employee obtains experience and further education, it can cause them to seek employment elsewhere. There have been issues brought up about whether the size of an organization contributes to turnover intentions. One argument says that larger agencies offer more internal opportunities for career advancement (Kirschenbaum & Mano-Negrin, 1999), whereas smaller companies are not able to provide this service as readily. It is not always possible for an organization to fulfill personal job satisfaction of every employee, but should encourage each to grow and to tap his or her full potential.

Another facet of job satisfaction is an employee's satisfaction with pay. If an employee is satisfied with the salary received, then that individual will perform better and not intend to quit (Balfour & Wechsler, 1996; Ting 1997). Studies have shown that this area is dependent upon the job market and job competition. An employee will work more productively if they feel that they are being adequately reimbursed for their work. This can come in the form of salaries as well as bonuses and incentives for creativity and "going the extra mile." If an employee determines that he/she may be able to make more money with a competitor, they may begin to think about leaving the current organization, especially if any other factors are unpleasant or their current employ is a close-ended job.

In certain jobs, such as retail sales, some employers utilize a reward system as an extrinsic motivator. This means that in addition to their salary, employees can earn extra money for having high performance levels. Indications show that this type of system is also a good indicator of turnover, where those employees that have lower bonuses (overall lower rates of pay) will be more likely to leave an organization compared to an employee who is earning larger bonuses. It also has been shown that this sort of action promotes those exceptional employees to remain and unfitting employees to seek employment elsewhere (Williams & Livingstone, 1994).

Employee relations are a notable factor in turnover intentions (Ting 1997). Since most jobs require interaction of some sort with co-workers, it is reasonable to assume that if employees can get along with each other and work together, they will be more pleased in their work environment. Displeasure can provoke disgruntled employees who are not apt to remain with an organization. This is also true for relations with the supervisor. As

the leader, the supervisor should be someone that the employee can turn to for job advice and guidance. If this is not feasible, then an employee may not be content to stay in this environment.

Role clarity is another important aspect of job satisfaction. This concept refers to an employee's understanding of a job or task they are expected to perform, the purpose of the job, and how it fits within the rest of the organization. There must be a formal definition set in writing on the responsibilities of each job position. If an employee is not sure of why they are completing a job or if it doesn't seem important, then there will be a greater chance that the employee will seek other employment.

The chain of command should be clearly defined as well. There may be a conflict with the employee, especially from management, of what an individual's job responsibilities are, which will increase the amount of job stress experienced and ultimately may lead to employee turnover (Rizzo, House, and Lirtzman, 1970). In larger agencies with more complex hierarchical structures, it is not uncommon to find employees receiving orders from several supervisors, and thus confusing the individual to a great degree.

This ties in closely with role conflict, which also affects employee turnover intentions. Role conflict can be explained as being "the degree which expectations of a role are incompatible or incongruent with the reality of the role" (Liou 1995). In other words, it is the portion of a job that an individual is expected to complete in a certain and specific manner, but the employee believes that it should be done in another to improve safety, efficiency, or both.

Job stress has been a growing area of study, especially as it relates to employee turnover. Stress is any type of load placed on a system (Thompson 1999). As a body experiences stress, it will automatically respond in various ways. This is dependent upon the type of stress encountered. Stress can be a benefit by keeping a person alert and ready as long as it is kept in moderation. It may also be hazardous to a person's safety, both physically and mentally. Once a stress level rises too high, it can become detrimental and can lead to sickness and increased absenteeism, which can cost the organization money. If this persists for an extended period of time, it may eventually even lead to a person's death. Therefore it must be identified and kept contained in a healthy manner.

Parker & DeCotiis (1983) defined job stress best as being "a particular individual's awareness or feelings of personal dysfunction as a result of perceived conditions or happenings in the work setting." The difficulty in measuring job stress arises because it is different for each person. What is considered stressful for one individual may not be for another. Therefore, it is possible to generalize what induces stress on a person, but this is only a guide and not always accurate and specific. Various factors can influence job stress such as an employee's job and job requirements, their role in the organization, co-worker and supervisor relationships, and opportunity for advancement (Parker & DeCotiis, 1983). These are also some of the same factors that can influence turnover intentions.

Certain jobs that are highly specialized, such as an air traffic controller or a 911 operator, experience a large amount of turnover. This is due to the high level of stress,

which is experienced by controllers, sometimes for extended periods of time, and for the amount of responsibility that the position holds. Every new employee is required to go through a thorough and specialized training program. Occupations such as these teach employees how to handle stressful situations, both during and afterwards, to ensure their personal safety and well-being.

Other factors influencing stressful events can be decreased, regardless of the occupation. Liou (1995) found that there was a direct correlation between detention care workers and their relationship with their supervisors. As trust in the supervisors increased by the workers, which is an internal influence, their perceived job stress was decreased. This shows that stress is controllable if it is identified properly.

External stress may also impact an individual's intention to leave. Areas of concern may be available benefits and schedules, to include hours of work and days off, which may force undue stress on a person. There may develop a conflict between the person's family affairs and the employer, placing the employee in the middle to make the decision of which holds greater importance (Good et al., 1988). In situations such as these, there is never a completely correct choice and it is solely up to the individual to prioritize what is most important.

The employee's rate of pay is another factor that may induce turnover (Cotton & Tuttle, 1986). An individual may decide that the job being done is not equitable for the salary received. This is especially true if there is a large demand for that position. Once an individual realizes that he/she can make more money doing the same work somewhere

else, they may decide to leave the organization. Lately though, other factors besides money are being recognized as having great importance.

Management is focusing on the realization that money is not the solution to maintain decent hard-working employees. Many times, an employee looks for other things, such as benefits, to help with his/her personal life. This assists a person in satisfying those areas identified in Maslow's theory of hierarchy. If a person is able to satisfy these issues, they may have a greater chance of becoming a benefit to the organization.

As the employee learns more, they may wonder if they are being paid what they are worth. This is a strong cause of turnover intention, especially if there is an open labor market for the profession. While studies have corroborated this finding (McEvoy & Cascio, 1987), a study by Williams & Livingstone (1994) found that the unemployment rate has little bearing upon an employee's intention to quit. They may begin to ask themselves if more money and better benefits are possible with another employer. In today's world, where much of our lives are driven by the dollar, it is not uncommon for this to occur. Therefore, organizational managers must be aware of what the normal rate is for each of their employees and attempt to remain competitive in order to minimize turnover.

Job training can also impact employee turnover. This area includes two sections. The first is the initial job training that a person receives when starting a new job. This training should instruct every employee not only how to properly fulfill the job position but also teach them the importance of performing their duties in respect to the rest of the

agency. This is significant of job satisfaction and is very important in highly specialized jobs, both for the employee and the employer.

The second part of job training is to offer additional and refresher training for employees. It is necessary to provide the instruction necessary for an employee to fulfill his/her job functions and to keep their skills sharpened. In this era of advanced technology, changes are occurring at more frequent intervals. It is mutually beneficial to both the employee and the employer to have job training available. An organization should have job training available to an employee to allow them to grow. Rather than allowing an employee to reach a plateau in their job duties, this will stimulate their need for knowledge and keep them satisfied. Training programs can reinforce an agency's mission statement and goals; and re-instill these values into the employee (Balfour & Neff, 1993).

While the quantity of training an employee receives is important, it should also be of quality consistency. The training should be oriented towards career development and help the employee with advancement opportunities (Parker & DeCotiis, 1983).

The age of an employee can affect turnover (Arnold & Feldman, 1982; Steel & Ovalle, 1984). As a person gets older their goals and objectives may vary. What is important to a person just out of high school may not be what is important to someone closer to retirement. This is not to say that an organization should focus on hiring one group over the other, but rather the best qualified candidate for the position. Both can and will bring a variety of positive experiences, ideas, and diversity to the company. Younger employees with higher education levels (bachelor and master degrees) have

been shown to have a greater propensity towards turnover (Farris 1971). Schwab (1991) showed that this was due to external demand and the employee's increased marketability. The employer should attempt to entice these employees to stay with the organization, through effective training and monetary reimbursement, thereby helping to satisfy the employee's intrinsic values and needs.

Older employees, regardless of education levels, have been shown to be more likely to remain with an organization and have increased loyalty to that organization, especially if they have several years of service behind them (Cohen, 1993). This is true, in part, due to a greater accrual of benefits such as vacation and sick time, 401k retirement plans, and an internal desire by the employee to not want to start over with another company, especially if they are tenured.

Job security has shown to be negatively related to the turnover rates of employees (Arnold & Feldman, 1982). When an employee is certain that their job position will not be omitted, they are more likely to feel safer with the organization. Since most employees require an income, they will be more apt to leave a company if they believe that there is a chance of losing their job. If this occurs, then job dedication is also minimized, affecting employee morale.

Tenure, or the amount of time an individual has been employed with an organization, is also related to turnover intentions of employees. Mitchel (1981) showed that there is a direct relationship between turnover and employee tenure. As employees stay with an organization longer, they will be less likely to seek other employment and

will in fact, tolerate more unpleasantness. When tenure and age are combined together, the rate of turnover decreases even further (Mitchel 1981).

Employee workload can also influence turnover within an organization and has been shown to be a steady indicator (Blau & Boal, 1987). Workload is the amount of work that a person is expected to perform. This amount can vary from person to person, depending upon their qualifications and personal enthusiasm. Some employees will perform only the minimum amount of work required and nothing further. This is not to say that they are dissatisfied with their job, but it may be a strong indication (Chang 1999).

Other employees will show an effort above and beyond what is required, always looking for extra duties and in doing so, obtaining more knowledge. This intrinsic value is normally, found in career-minded employees who have higher education levels and seek promotions. Often it is these employees who leave for personal reasons, such as advancement opportunities (Schwab 1991).

When there is opportunity for advancement, individuals have a greater connection to the organization, will perform better, and this will have a directly negative correlation to turnover intent (Balfour & Wechsler, 1996). Employers have a tendency of taking notice of these workers, using them to their fullest potential, while at the same time, overlooking those with less workload. There needs to be a balance between the two, with the employer looking at ways to motivate all and promoting those with less workload to increase, through training and incentives. This will help in reducing employee burnout and turnover.

Management Techniques and Prevention Practices

Managing turnover is a difficult task to accomplish. Often, management and front line supervisors are aware that there is a problem with employee turnover issues, but they are in an awkward position to rectify the situation. Either they don't know how to make amends or they don't have the authority to take action. This information is usually passed along up the chain of command and the problem doesn't get corrected. Management groups seem to resist "logical" approaches to correcting the problems that exist (Cawsey & Wedley, 1979). If it does, it is usually too late and damage has already been done.

To begin, there must be a clear and visible chain-of-command within the company. All employees need to be aware of where they fit within that formation as well. In addition, each employee should be aware of who his or her supervisor is. An individual should only have one person directing them, rather than several. This will assist in decreasing confusion on work procedures and issues. While it is not possible to accurately and precisely predict turnover, there are steps that can be taken in order to assist management in their efforts to reduce the rate of employee turnover (Mitchel 1981).

Managing turnover of employees has two components. The first is to maintain the qualified personnel that it currently has on staff. Over the past few years, management has begun to take a proactive stance on turnover, intently searching for ways to reduce the number of employees lost. By concentrating on these subjects as

investments, having invested both time and money into, rather than as an expense, organizations are coming to terms that it is more beneficial to all parties to retain people. Areas of concern that are being focused on are schedules, including days off, and benefits, both long term and short term. Concerns raised by unions and all federal labor laws are only some difficulties being encountered. By using resourcefulness and creativity, these dilemmas can be dealt with in a more favorable approach.

With the introduction of the Internet and advanced computer technology, it is now easier for management to be more flexible and open-minded to balancing the needs of the employee as well as the organization. The traditional '9am to 5pm' work schedule is not necessarily the norm any longer. People are able to work evenings and nights to accomplish many of the same tasks that have been completed predominately during the day.

As an example, 911 centers vary in regards to scheduling practices. Due to the fact that positions must be manned 24-hours a day, agencies are testing various shift configurations. Some agencies work traditionally static shifts, meaning that those on dayshift consistently stay with dayshift, whereas those on a nightshift remain on nights. This only changes once a vacancy opens up on another shift. Normally, the day shifts are considered to be the premier shift. The newer operators are commonly "thrown" to nights until they achieve enough seniority to move. Other agencies utilize a rotational schedule. This means that all operators switch shifts at periodic intervals, most times between days and nights. This gives each operator an opportunity to work both days and nights equally, regardless of seniority. Another change that has occurred is the shift from

8-hour shifts to 10-hour and even 12-hour shifts. These provide operators with greater number of days off per week and allowing more time for attention to personal matters.

Another change that has developed is that some employees, depending upon the job description, are able to work from satellite locations, such as their homes. This can benefit both the employer and the employee in several ways. First, the individual can be more relaxed in their personal environment, and not have to worry about scheduling concerns that arise normally in domestic situation. If they have children, the issue of daycare is greatly reduced because the parent can remain at home. Bonuses associated with this concept for the employer are decreases in office space and other necessary expenses for its staff, which can result in greater profits for the organization.

As previously stated, job training is a factor of employee turnover. Management is directing its focus towards increasing the level and amount of employee training available towards the staff. Encouraging employees to reach their full potential will help them to feel that they are part of the organization, rather than just another name. This will provoke loyalty and dedication towards the organization.

Job descriptions are necessary to maintain within the workplace. Employees who are aware from the start of employment of their job responsibilities will understand what is expected of them. They should be clear and direct in nature to minimize any confusion that may arise. It is up to the individual to determine if he/she is capable of fulfilling the job requirements, both essential and ancillary. An employee may start out in a position and soon realize that it is not satisfying or not headed in the direction that they want their career to go.

If a supervisor or manager takes notice of this, they may be able to assist the employee in transferring to another division within the organization where the individual may be a greater asset. This is beneficial to the company because they are already familiar with the general rules and regulations and the company has a understanding of the employee.

The second component on managing employee turnover is to maintain and upkeep the morale of the remaining employees of an organization. This is more necessary in highly specialized jobs, such as nursing, where some duties cannot be put off until another person is hired. All the work must be completed regardless of the number of employees available. If an organization is extremely high in turnover, morale can deflate very quickly. Management needs to show concern for those employees and reinforce to them that all necessary steps are being taken to correct the situation. Ways to improve working conditions are to increase wages, restructure the organization to utilize the talents of individuals most efficiently, and promote the basic working environment by finding out what the employees want (Cawsey & Wedley, 1979). The supervision of the employees may need to be analyzed as to its effectiveness as well, deciding if the current supervision is adequate or where improvements are necessary. Additional steps that might help are to provide bonuses to show appreciation for all of the employees' hard work, rather than to let it go unnoticed.

Conclusion

This issue of employee turnover is not one that organizations are able to ignore to any degree. As a financial matter, it can be detrimental to the existence of the agency. While employee turnover has been around for many years, it only has been in the past 50 years that scientists have looked at the problem from different points of view. The first was in identifying that there was a problem and how costly it was. Now the strategy is to look at what causes the problem and how to correct the situation. As technology advances and jobs become more specialized, it is more crucial to decrease the amount of turnover that is experienced.

The research has shown that there are several factors that can cause employee turnover. Turnover is happening in every profession and what has been recognized is that there is a repetition of many of the same correlates, regardless of the profession. There is a tremendous need to study those factors that are causing employees to resign from an agency in order to maintain adequate staffing. By identifying the reasons influencing employee turnover issues, management can work on solutions.

All in all, it is not necessarily correct to say that one factor will cause an individual to quit his or her job. Frequently, it is a culmination of multiple factors, such as stress, job satisfaction, rates of pay, advancement opportunities, training, education, workload, and morale that pushes a person to the ultimate decision. These factors can be both internally influenced, externally influenced, or a combination of both. One's decision to leave an organization is normally not a spontaneous decision, but rather a drawn out process.

911 operators play a very important role in today's society. This position, which holds as much significance as that of a police officer or firefighter, demands a great deal of a person, both physically and mentally. In this day and age of advance technology, computers cannot replace the 911 operator's job, although they can be used to facilitate the work that is completed.

Jurisdictions all over the country are experiencing growths in populations. As more people move into an area, the need for 911 operators will also increase. This has been noticed dramatically in regions such as the southeast, including Florida, where in the past ten years, they have noticed a large population expansion. Each year, the number of calls received in communication centers is on the rise. This includes calls for service for medical as well as law enforcement responses. On the average, the crime rates are rising for most municipalities, including local, county, and states agencies.

As the number of calls for service increase, so does agency liability. This means that 911 operators must be cautious in their actions and strive to not make mistakes, especially blatant and deliberate ones that can cause harm to citizens and the public.

There have not been many studies completed in regards to turnover and turnover intentions of 911 operators. While this profession has only recently begun to be noticed by the public, it is indeed necessary to understand the type of work that the individuals perform and the effects that it may cause.

911 operators experience a massive amount of stress, both role stress and job stress. It is more than simply a job. It is a commitment, not only to the agency that the individual works for, but also to the citizens to whom they are expected to provide

assistance. Long hours and difficult schedules, along with what may be perceived to be inadequate pay are only a few of the factors. Because it is a 24-hour a day/seven day a week operation, operators, especially newer ones, are required to work holidays and weekends and refrain from family events. There is a great deal of close co-worker interaction and poor relationships can make the situation harder to tolerate.

The question arises concerning what can be done to correct the problem. Public Safety agencies cannot forego the minimum amounts of qualified personnel to answer calls for service. Gone are the days where managers can place an injured firefighter or police officer in a position and have them answer the telephone calls. Nowadays, it is highly specialized and the liability is too great. Since the studies on turnover intentions of 911 operators are still relatively new, there are many areas of research still left to investigate.

RESEARCH METHOD

Research Issues

The objective of this research was to understand common variables familiar to 911 operators of various agencies, which may influence dissatisfaction with their job, or specific aspects of it, and encourage turnover intentions. Due to the importance of the position and the job that these people perform, the demands placed upon the individuals, and the difficulty in replenishing those employees who do leave, it is necessary to focus on issues relating to turnover intentions.

Turnover intentions focus on the concept of employees wanting to quit their current job. This is a buildup of other factors, including stress, pay, training, recognition, advancement, and job demands. 911 operators across the county are exposed to high levels of stress, which are standard for the job, as well as harsh work environments (Burke 1991). Due to the high amount of stress experienced by 911 operators on a regular basis, it is conceivable to think that they often contemplate leaving their job. Public Safety agencies are experiencing a loss of 911 operators at a more rapid rate than they can be replaced (Allen 1997). With the increase of public recognition concerning the job of 911 operators during the past decade, these employees are being compelled to take greater responsibility for their actions.

Research Design & Instrument

The survey instrument for this research was constructed using a combination of questions, developed by various scientists in previous studies, regarding turnover and turnover intentions, job satisfaction, role clarity, and dispatcher stress. In addition, several original questions were constructed and posed in the survey. These new questions were focused towards concepts specific to the field of emergency (911) communications, such as work conditions and hiring practices, etc. During construction of the survey instrument, these new questions were pre-tested among a small group of 911 operators, outside of the sampling frame, to determine validity and reliability.

The instrument took the form of a survey questionnaire, and utilized both open-ended and close-ended questions. The majority of close-ended questions required a response using a likert-scale format. There was also a section at the end of the questionnaire asking for additional comments and input from the respondent. The entire survey totaled 75 questions and the time necessary to complete the entire questionnaire was estimated at less than thirty minutes.

Participants were asked questions focusing on turnover and turnover intentions. Questions from this section were developed specifically for this study and used a 5-point Likert scale. As discussed previously, turnover is the final step when an individual feels that there is no other option available. Respondents were asked how often they think about quitting or if they contemplate leaving their current agency and going to work for another public safety agency. Subjects were also asked if they plan to be with their current agency five years from now. The dispatchers were asked if they feel that turnover

is an important issue within their agency and what they conceive is the approximate rate of turnover.

Subjects were also posed questions regarding general job satisfaction. Specific areas of interest focused upon the respondents' overall satisfaction of the job, their supervisor, their pay rate, the opportunities for advancement within the agency that are open to them, and the friendliness and cooperativeness of their co-workers (Taylor & Bowers, 1972). The questions were answered using a 5-point likert-scale, ranging from "Very Satisfied" to "Very Dissatisfied."

Another topic of consideration discussed job challenges and role clarity issues. Job challenges were defined as stress levels experienced by 911 operators both at home and at work. The intent of this was to attempt to see if actions and events at work significantly affect a person's home life. Persons who experience higher levels of stress have a greater chance of leaving an agency, either voluntary or involuntary. Questions measuring job stress were developed by Pleck, Staines, & Lang (1980); Parker & DeCotiis (1983); and Burke (1991). A 5-point likert-scale was used ranging from "Strongly Agree" to "Strongly Disagree."

Questions about role clarity were taken from a studies conducted by Rizzo, House, & Lirtzman (1970), Van de Ven & Ferry (1980), and Burke (1991). Areas of concern were whether they, as employees, understood what was expected of them, if they felt tasks given to them were unreasonable, and if their jobs required them to do things that may not be morally or ethically correct. This area used a 5-point likert-scale ranging from "Very True" to "Very False."

Table 2: Summary of Survey Responses by Agency

Agency Name	# of Operators	# of Returns	% of Returns
Altamonte Springs PD	11	8	72.73
Apopka PD	18	14	77.78
Brevard County S.O.	45	17	37.78
Casselberry PD	10	6	60
Clermont PD	9	6	66.67
Cocoa Beach PD	8	6	75
Edgewater PD	9	6	66.67
Eustis PD	10	7	70
Flagler County S.O.	14	11	78.57
Kissimmee PD	25	14	56.00
Lake Mary PD	8	6	75.00
Melbourne PD	25	16	64.00
Orange County S.O.	162	82	50.62
Orlando PD	79	36	45.57
Ormond Beach PD	9	7	77.78
Osceola County S.O.	44	33	75
Reedy Creek DPS	12	11	91.67
Rockledge PD	11	9	81.82
Seminole County S.O.	52	27	51.92
St. Cloud PD	10	4	40
Titusville PD	19	6	31.58
University of Central Florida PD	5	5	100
Winter Park PD	10	3	30
Winter Springs PD	12	9	75
Volusia County S.O.	42	21	50
Totals:	659	370	56.15

Analysis Technique/Procedure

Once all of the survey responses were collected, the data was then transferred to a database, using SPSS, Version 10.0. The information was then indexed and coded. Please refer to the codebook (Appendix B) for data measurements. In order to

understand job attitudes and turnover intentions of 911 workers, a series of descriptive analyses will be conducted to examine the mean, standard deviation, and percentage distributions of important issues.

In additions to the general descriptive information, the researcher is interested in comparing the responses among different groups, such as: manager/employee, married/single, etc. A series of cross-tabulation analysis will be used to examine the differences. Again this allowed any areas of interest to be identified between job perceptions of 911 operators and their supervisors. Areas of focus were determinant upon responses given in the questionnaires.

Finally, the research will try to test correlations among these important job attitudinal questions (e.g., the relationship between turnover intention and job satisfaction). Simple correlation analyses were completed between categories of variables. An index will be constructed for each category (i.e. job satisfaction, turnover, job stress, etc.).

ANALYSIS & FINDINGS

Out of a total of 659 of the 911 operators given questionnaires, 370 responses were received. From the information obtained by the questionnaires, various analyses were completed. Descriptive statistics were given, which showed a breakdown of the responses, the mean averages and standard deviations. Next, basic cross-tabulations were computed bases upon independent variables including agency type, job position, tenure, and marital status. Finally, these four variables were indexed and a correlation table was completed to show any significant areas of importance.

Descriptive Statistics:

The intention of this study was to look at all employee opinions and views as they relate to the 911 centers, job satisfaction, and turnover intentions. As such, this included both the line operators and the managers/supervisors of the communications divisions. Based on previous research, background information was obtained from the participants to have a clearer understanding of each of them. This included gender, age, marital status, the number of dependents, and education levels. This section also focused on personal job information such as job position, schedule worked, work status, tenure, length of career, the average number of hours of overtime worked per week, and the

average number of hours of solo time worked per week. Table 3 shows a breakdown of the personal information received from the respondents.

There was a relatively equal distribution between the agencies, with 48 percent of the responses from the police department and 52 percent from the sheriff's offices. Out of the 370 responses, 79 percent of the responses were female, while only 21 percent of them were male. When looking at age composition of the responses, only 15 percent were under 25. The largest portion was in the age range of 26-35, for a rate of 40 percent. The majority of the respondents (84 percent) were 911 line operators, while 16 percent were a supervisor or manager.

There was a balanced spread as far as the schedules that were worked. 29 percent worked days, 41 percent worked nights, and 30 worked a rotating shift, although the types of rotations varied by agency. The majority of the respondents were full-time status, working a minimum of 40 hours per week. When asked how much overtime the subjects worked on average per week, an overwhelming 67 percent worked only between 0 and 5 hours of overtime per week. Nineteen percent worked between 5 and 10 hours of overtime on average, and 14 percent worked an average of 10 or more hours per week.

Table 3: Descriptive Statistics of Personal Information

	Frequency	Percent
<u>Agency Type</u>		
Police Dept.	179	48%
Sheriff's Office	191	52
Total	370	100
<u>Gender</u>		
Male	78	21%
Female	292	79
Total	370	100
<u>Age</u>		
Under 25	57	15%
26-35	145	39
36-45	96	26
46-55	51	15
Over 55	16	4
Total	365	99
<u>Position</u>		
Supervisor/ Manager	60	16%
Communications Operator	310	84
Total	370	100
<u>Work Status</u>		
Full-time	358	96%
Part-time	11	3
Total	369	99
<u>Tenure</u>		
0-2 yrs.	144	39%
2-5 yrs.	83	22
5+	140	38
Total	368	99
<u>Length of Career</u>		
0-5 yrs.	178	48%
5-10 yrs	74	20
10+ yrs.	116	31
Total	368	99

	Frequency	Percent
<u>Work Schedule</u>		
Days	108	29%
Nights	150	41
Rotating	111	30
Total	369	99
<u>Marital Status</u>		
Single	116	31%
Divorced	67	18
Married	185	50
Widowed	2	1
Total	370	100
<u>Dependents</u>		
0-2	298	81%
3-5	56	15
6+	2	1
<u>Education Level</u>		
High School/GED	95	26%
Some College	228	62
BA/BS Degree	31	8
Some Graduate	5	1
Graduate	9	2
Total	368	99
<u>Overtime/week</u>		
0-5 hrs.	246	67%
5-10 hrs.	69	19
10+ hrs.	50	13
Total	365	99
<u>Solo time/week</u>		
0-10 hrs.	233	63%
10-20 hrs.	8	2
20+ hrs	108	29
Total	349	94

Participants were also asked how much, if any, of the time they worked solo on average per week. Sixty-three percent worked solo from zero to ten hours per week, two percent worked from ten to 20 hours, and 29 worked more than 20 hours of solo time per week. Each respondent interpreted this question differently. Many of the employees, especially in the bigger agencies with larger staffs, felt they worked their positions by themselves although there were other people on duty at the same time.

Participants were asked about their tenure, or length of time with their current agency. Two significant groups were noticed, with 39 percent only been there less than two years and 38 percent having been there for over six years. Only 22 percent of all the respondents had been with their agency between two and five years. When asked how long the employees had been in this profession, 48 percent had only been in it for less than five years. Twenty percent had been in it for up to ten years. There was a larger portion of 31 percent that had been a 911 operator for more than ten years. This shows again a significant grouping between the newer personnel and the veteran personnel, with a definite break in between the two periods.

When looking at personal information on the employee, half of the respondents were married and half were single. For research purposes, single persons also included divorced and widowed subjects as well. The majority of the respondents had between zero and two dependents. Fifteen percent had between three and five dependents, and only one percent had more than five.

Education levels were also studied. Twenty-six percent of the respondents had completed high school or received their GED. Sixty-two percent had obtained some

college education, and eight percent had received a BA or BS degree. Less than four percent had taken any form of graduate level training courses.

In regards to turnover issues, the subjects were surveyed as to their feeling about quitting their job as a 911 operator, leaving for another agency, remaining with their agency in the future, and whether or not they believed that turnover was an important issue in their agency's communication center. Table 4 shows a breakup of the results received.

When the 911 operators were questioned in regards to turnover issues, 34 percent of the subjects stated that they had often thought about quitting their job, 48 percent stated that they did not, and 17 percent of the subjects remained neutral. The percentage of missing responses was one percent. The mean average response for 911 professionals thinking about quitting their job was 3.19 on a 5-point likert scale with a standard deviation of 1.30.

Table 4: Descriptive Statistics of Turnover Issues

Turnover Issues	# of Responses	% of Returns	% Agree/ Strongly Agree	% Disagree/ Strongly Disagree	% Neutral	% Missing	Mean	Std. Deviation
Think about quitting job	368	99	34	48	18	1	3.19	1.30
Thought about leaving for another agency	368	99	31	55	13	1	3.36	1.27
Plan to be here 5 years from now	368	99	50	30	19	1	2.56	1.19
Turnover is an Important issue	358	97	73	8	16	3	1.88	1.06

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

When asked if they had thought about leaving their current agency for another public safety agency and performing the same or similar tasks, 31 percent of the subjects said that they had and 13 percent said that they had not. The majority of the respondents, 55 percent remained neutral on this subject. Again, one percent of the respondents did not answer this question. The mean average for this question was 3.36 and the standard deviation was 1.27.

Out of the total 370 responses, 368 answered whether or not they planned on being with their current agency five years from now, or 99 percent. Half of the respondents stated that they did plan on staying with their current agency, 31 percent remarked that they didn't plan on staying for five years, and 19 percent remained neutral. As before, one percent of the total respondents did not answer this question. The mean average was 2.56 and the standard deviation was 1.19.

Finally, in regards to turnover issues, subjects were asked if they believe that turnover was an important issue in their agency. Three hundred fifty-eight replies were received with a majority of the responses (72 percent) agreeing that turnover was a major issue. In contrast, only eight percent did not believe that this was important and 16 percent remained neutral. Three percent of the total responses were left unanswered. The mean average of the total responses was 1.88 and the standard deviation was 1.06. It should be noted that Reedy Creek, which is a private agency, was the only agency that unanimously agreed that turnover was not a problem in their agency.

The next area of focus was overall job satisfaction. The 911 operators were asked how satisfied they were with various aspects of their job including their job, their

supervisor, their rate of pay, chances for future advancement within the agency, and the friendliness and cooperativeness of co-workers. Table 5 shows a rundown of the results obtained from the survey questionnaires.

The first area of interest was that of job satisfaction. A 100 percent return was received on this question. The majority (79 percent) of the 911 operators who responded were satisfied with their job. In contrast, only seven percent of the subjects were dissatisfied. Fifteen percent remained neutral on this subject. The mean average for job satisfaction was 2.01 and the standard deviation was 0.87.

Table 5: Descriptive Statistics of Overall Job Satisfaction

Job Satisfaction Issues	# of Responses	% of Returns	% Satisfied/ Very Satisfied	% Dissatisfied/ Very Dissatisfied	% Neutral	% Missing	Mean	Std. Deviation
Job Satisfaction	370	100	79	7	14	0	2.01	0.87
Supervisor Satisfaction	369	99	67	13	19	1	2.19	1.07
Pay Satisfaction	370	100	40	35	25	0	2.95	1.17
Advancement Chances	369	99	28	34	37	1	3.11	1.05
Coworker Satisfaction	370	100	55	13	32	0	2.47	0.95

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4=Disagree 5=Strongly Disagree

Next, the respondents were asked if they were satisfied with their immediate supervisor. Out of 370 surveys returned, 369 answered this question, for a response percentage of 99 percent. Sixty-seven percent of the responses indicated that the

employees were satisfied with their supervisor. Only 13 percent felt dissatisfied with their supervisor and 20 percent remained neutral on this issue. The mean was 2.19 and the standard deviation was 1.07.

Satisfaction with the rate of pay was the next issue of overall job satisfaction asked of the employees. Again, a 100 percent of the respondents answered this question. Only 40 percent felt satisfied with their rate of pay. Almost equally, 34 percent were dissatisfied with their rate of pay. Twenty-six percent of the respondents were neutral on this subject. The standard deviation for pay satisfaction was 1.17 with mean average of 2.95.

The 911 professionals were asked to rate their opportunities for personal advancement within the agency in the future. Three hundred sixty-nine respondents answered this question, for a rate of 99 percent. Twenty-eight percent of the responses indicated satisfaction with advancement opportunities, whereas 34 percent were not satisfied. 37 percent remained neutral on issues concerning advancement. The mean result was 3.11 with a standard deviation of 1.05.

Issues concerning job challenges were asked of the 911 operators. This section studied stress-related issues they may have experienced, either at home or at work, due to their work environment. Table 6 shows a description of the results of the questionnaires received by all agencies. None of the questions received 100 percent responses, but all did receive a majority.

Overall, most questions indicated low stress-related issues experienced by the 911 operators. Out of the 21 questions regarding stress asked, six (6) showed some

significance. Participants were asked if they agreed with the following statement "Too many people burn out by demands of this job." Three hundred sixty-four people answered this question. A majority of the respondents (60 percent) felt that too many 911 operators in their respective agencies do experience burnout, which is an end result of too much stress, due to the demands of the job. Fifteen percent disagreed with this statement and 22 percent remained neutral on this issue. Only one percent of the respondents left this question unanswered. The mean average was 2.37 with a standard deviation of 1.07.

The 911 operators were also asked if they personally felt burned out from work. Three hundred sixty-six participants answered this question for a rate of 99 percent. Only 33 percent felt that they were burned out because of their job, whereas 38 percent felt that they experienced no burn out due to their job. The remaining 28 percent of the participants were neutral on this issue. The mean average was 3.02 and had a standard deviation of 1.18.

The participants were asked if they felt if their job drives them up the wall, causing extra stress, possibly both on and off duty. More than half (52 percent) of the responses agreed with this statement, whereas only 29 percent disagreed and the remaining 19 percent were neutral on this issue. A total of 364 out of the total 370 answered this question, giving a mean average of 2.64 and a standard deviation of 1.17.

Table 6: Descriptive Statistics of Job Challenges (Stress Issues)

Job Challenge Issues	# of Responses	% of Returns	% Agree/ Strongly Agree	% Disagree/ Strongly Disagree	% Neutral	% Missing	Mean	Std. Deviation
Never have a day off from work	367	99	32	41	22	1	3.15	1.23
Job gets to me more than it should	368	99	36	42	21	1	3.10	1.18
Feel guilty taking time off from work	367	99	39	32	18	1	3.08	1.29
Feel married to the department	365	99	33	42	24	1	3.06	1.17
Have little time for other activities	368	99	42	35	22	1	2.88	1.19
Feel burned out from work	366	99	33	38	28	1	3.02	1.18
Too many people burn out by demands of this job	364	98	60	15	23	2	2.37	1.07
Job drives me up the wall	368	99	52	29	18	1	2.64	1.17
Have felt nervous because of my job	368	99	32	45	22	1	3.13	1.18
Can't see the forest thru the trees	367	99	21	50	28	1	3.38	1.05
Get a tightness in chest thinking about work	367	99	18	63	18	1	3.62	1.12
Too much work to do, too little time	368	99	26	44	29	1	3.19	1.11
Dread the phone ringing at home	366	99	37	50	12	1	3.13	1.30
Work schedule conflicts with home life	368	99	54	26	19	1	2.53	1.22
Irritable at home due to work	367	99	48	31	20	1	2.75	1.21
Too little time to spend with my family	367	99	52	26	21	1	2.60	1.18
Difficult to be the kind of spouse desired	363	98	41	31	26	2	2.85	1.21
Preoccupied at home	367	99	20	54	25	1	3.44	1.10

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

Job Challenge Issues	# of Responses	% of Returns	% Agree/ Strongly Agree	% Disagree/ Strongly Disagree	% Neutral	% Missing	Mean	Std. Deviation
Too tired at home	367	99	65	16	18	1	2.32	1.07
Work takes away from personal interests	367	99	20	49	30	1	3.32	1.04
Demands of job make it hard to relax	368	99	33	45	21	1	3.15	1.18

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

Participants were asked if they felt that their work schedule conflicts with their home life. Personnel in this line of work are required to work various shifts, including nights, weekends, and holidays, while most people are at home during these times. It is conceivable to assume that this would cause some sort of stress at one time or another during their careers. The response rate for this question was 99 percent. A total of 54 percent of the respondents affirmed that their work schedule and home life do conflict. Only 26 percent felt that the two did not conflict with each other. The remaining 20 percent were neutral on this topic. The mean average was 2.53 and the standard deviation was 1.22.

Respondents were also asked if they felt that they didn't have enough time at home because of their job. Three hundred and sixty seven subjects answered this question, for a response rate of 99 percent. Again, a majority of the answers indicated validity of this question. Over 50 percent of the respondents felt that they had too little time to spend with their respective families. Only 26 percent thought that they did have

enough time to spend with their families and 21 percent were neutral. The mean average of all responses was 2.60 and had a standard deviation of 1.17.

Another area possibly indicating areas of stress was whether or not the subject was too tired at home. There was a response rate of 99 percent on this question. The majority of the participants, 65 percent felt that they were too tired at home, whereas, only 16 percent said that they were not, and 18 percent of the respondents were neutral. The mean average was 2.32 and had a standard deviation of 1.07.

Subjects were asked if they were irritable at home because of their job. Again, there was a response rate of 99 percent to this question. Forty-eight percent believed that they were irritable at home as a direct result. A somewhat lesser amount of respondents, 31 percent, did not feel irritability at home because of their job and only 21 percent felt neutral on this issue. This question had a standard deviation of 1.21 and a mean average of 2.75.

The remaining questions provided comparable results between the percentages who agreed and those who disagreed. This showed no other significant areas of interest for this study contingent upon the answers received from the survey questionnaires.

Participants were asked questions in regards to their job performance. Out of the five (5) questions asked, two (2) showed positive responses. The other questions showed a tendency for negative results that also can affect turnover and turnover intentions in an agency. Table 7 shows a breakdown of the overall results received from these questions.

The 911 operators surveyed were asked how willing they were to put in extra effort beyond what was normally expected. Out of the 370 responding participants, 355

answered this question for a rate of 99 percent. Overwhelmingly, 79 percent of the respondents stated that they were willing to put in the extra effort, while only 3 percent said that they were not willing. The remaining 16 percent were neutral on this question. The average mean was 4.13 with 0.80 as the standard deviation.

Table 7: Descriptive Statistics of Job Performance

Job Performance Issues	# of Responses	% of Returns	% Likely/ Quite Likely	% No Chance/ Small Chance	% Neutral	% Missing	Mean	Std. Deviation
Recognition for good work	370	100	21	34	45	0	2.71	0.95
Extra effort	365	99	79	3	16	1	4.13	0.80
Supervisor confidence & trust	369	99	73	7	19	1	3.97	0.94
Supervisor show how to improve the employee's job	367	99	42	27	30	1	3.22	1.09
Agency appreciation for the work performed	365	99	25	43	31	1	2.78	1.06

Note: 5-level likert scale measurement

1=No Chance 2=Small Chance 3=50% Chance 4= Quite Likely 5=Almost a certainty

Subjects were also asked as to what extent they felt that their supervisor had trust and confidence in them. Again, a large portion of the respondents, 73 percent, felt that their supervisors did trust them. Only a small portion (seven percent) felt the opposite and didn't believe that the trust factor existed by their supervisor. Twenty percent were neutral on this issue. There was a mean average of 3.97 and a standard deviation of 0.94.

When asked if the same supervisors show the employee how to improve him/herself in regards to job performance, the results were not as definitive. Forty-two

percent felt that their supervisor does provide this guidance, whereas 27 percent felt that their supervisor doesn't, and 30 percent were neutral on the subject.

When questioned as to whether the employee felt that they were recognized for good work, the results were more negative. Recognition for good work refers to the employee receiving a special word of appreciation, an 'atta-boy', etc. for a job well done. Twenty-one percent felt that they were. Thirty-four percent did not feel that they were recognized for good work and 45 percent were neutral on this issue.

Similarly, when asked if the employee felt that their agency appreciated the work that they perform, the results were much the same. Only 25 percent felt that their agency did, whereas 42 percent felt that the agency did not feel that they were appreciated. More than thirty percent were neutral on this issue as well. The mean average was 2.78, a standard deviation of 1.06, and a response rate of 98.60 percent.

Another issue affecting job satisfaction and turnover is that of job security. Participants were asked if they felt secure in their job position. Table 8 shows a rundown on the results received.

Table 8: Descriptive Statistics of Job Security Issues

Job Security Issues	# of Responses	% of Returns	% Agree/ Strongly Agree	% Disagree/ Strongly Disagree	% Neutral	% Missing	Mean	Std. Deviation
Worried about being fired	368	99	5	75	19	1	4.46	0.73
Worried about downsizing	369	99	2	90	7	1	4.08	0.90

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

Overall, the employees felt very secure about their positions. Out of 368 responses, only five percent were concerned about being fired, whereas the majority felt safe in their job. Another consideration is that of downsizing. For 911 centers, this normally refers to consolidation with surrounding agencies. Again, respondents stated that they felt secure about not losing their job due to downsizing. In fact, 90 percent did not feel this was a threat.

Participants were asked questions regarding training issues at their agencies. Three questions on the survey focused on this issue. Table 9 shows a rundown on the results received.

Table 9: Descriptive Statistics of Training Issues

Training Issues	# of Responses	% of Returns	% Agree/ Strongly Agree	% Disagree/ Strongly Disagree	% Neutral	% Missing	Mean	Std. Deviation
More training	364	98	61	12	25	2	2.25	1.08
Tasks w/o training	368	99	24	53	22	1	3.39	1.14
ECO Certification	366	99	46	27	26	1	2.63	1.22
Policies communicated	368	99	40	27	32	1	2.86	1.01

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

The majority of 911 professionals surveyed agreed that they would like to have more job-related training offered than currently being done. Out of 364 responses to this question, 61 percent concurred while only 12 percent didn't think that there was a need for additional training. The mean average was 2.25 with a standard deviation of 1.08.

When asked if there was a need for 911 operators to obtain certification before being hired by an agency, 46 percent of the respondents agreed. Twenty-six percent disagreed with this concept and the same number was neutral on the issue. Four (4) respondents abstained from answering this question. The average mean was 2.63 and had a standard deviation of 1.22.

Fifty-three percent of the respondents stated that they were not required or expected to perform tasks for which they have not been trained. Less than half of this amount felt that they were expected to do tasks without adequate training. The response rate for this question was 99 percent; the mean average was 3.39, and a standard deviation of 1.19.

The final issues of analysis were those pertaining to role clarity. Table 10 shows a breakdown of the results obtained. When asked if the employee knew what his/her responsibilities were, 95 percent said that they did. One percent said that they did not, and three percent were neutral. The average mean was 1.51 and the standard deviation was 0.60.

When participants were asked if they knew what was expected of them, 74 percent affirmed that they did. Only six percent felt that they did not know what was expected of them and nine percent were neutral. When asked if the employee was aware of how much authority he/she had, 49 percent said that they did while 20 percent said that they did not. A somewhat larger portion of 31 percent answered neutral to the question.

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Hard to relax:									
Agree/Strongly Agree	33%	34%	45%	31%	27%	39%	37%	31%	36%
Neutral	21	21	13	23	19	24	20	22	19
Disagree/Strongly Disagree	46	45	42	46	54	37	43	47	45
(N)	(191)	(177)	(60)	(308)	(143)	(82)	(141)	(184)	(184)
Chi Square Score	1		5		21			10	
Gamma	0.01		0.15		-0.10			0.02	
Lambda	0.01		0		0.01			0.01	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

The majority of all respondents, regardless of the independent variables, believed that the job “drives them up the wall” a lot of times. The only group that did not show a majority was the group of respondents with less than two years of tenure. This may have been due to these individuals becoming familiar with the job position during most of this time period and as such, not subjected to many of the “extras”, such as training. A significant chi square score of 32 was received for the tenure category when asked if employee cannot “see the forest thru the trees.” The majority of respondents disagreed with this statement. This would indicate that most employees are not under constant severe stress and burnout due to workload.

Supervisors and managers also felt that they had too much work to do and not enough time to complete it. Fifty-three percent agreed with this statement, compared to only 15 percent who disagreed, giving a chi square score of 40. The lambda score was 0.05 and gamma was -0.24. The remaining 32 percent of the respondents were neutral on the issue. A significant chi score of 37 was observed for tenure as well. As the

employees years of service increased, the spread between the far extremes of agree and disagree became smaller.

Another area of high responses was that of schedule conflicts. All groups felt their work and home schedules conflicted on a regular basis. Responses ranged from 50 percent up to 58 percent who agreed with this. No obvious patterns comparing the independent variables were seen.

In concurrence, the majority of all respondents felt that because of work, they had less time to spend with their families. Ranges agreeing to this were from 47 percent, which were those with less than two years, up to 59 percent, who were those with between two and five years with the agency. Those who are married did feel that the job prevented them from being the kind of spouse that they wanted to be. Almost 50 percent of married respondents supported this statement. A chi square score of 22 was observed from this cross-tabulation. Respondents also noted that they were too tired at home as a result of their job. Ranges of agreeing persons were between 61 and 74 percent. This was predominant regardless of the independent variables.

Participants, for the most part, disagreed that their job takes away from personal interests. Chi square scores were received of 12 for job position and 31 for tenure, both indicating significance of less than 0.05. Only management felt equally between agree and disagree at 35 percent on this issue with 30 percent remaining neutral. Line employees, on the other hand were more spread out. More than 50 percent disagreed while only 18 percent agreed; yet 30 percent remained neutral.

The next section focused on job performance issues. Table 14 shows a breakup of the results received. Overall, throughout the category of job recognition and compared with each independent variable, most of the respondents did not feel that they receive adequate recognition by their employer. A significant chi square result was achieved for tenure of 63. Similar results were observed when participants commented on their respective agencies appreciating the work that they perform. Again, tenure also had a significant score of 64, with a gamma score of -0.23 and a lambda score of 0.09.

In direct opposition, high percentages of respondents across the board said that they would be willing to put in extra effort in order to make the department be successful. Those who felt that they would not put in extra effort were very minimal. None of the managers & supervisors said that they wouldn't put in the extra effort, where 83 percent of them affirmed that they would and 17 percent were neutral. This produced a significant chi square score of 14, a gamma score of -0.32 and a lambda score of 0.06.

Table 14: Cross-Tabulation Analysis Between Job Performance Issues and Background Information

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Recognition:									
Agree/Strongly Agree	21%	21%	22%	21%	26%	12%	20%	23%	19%
Neutral	36	32	40	33	40	30	31	33	35
Disagree/ Strongly Disagree	43	47	38	46	34	58	49	44	46
(N)	(191)	(179)	(60)	(310)	(144)	(83)	(141)	(185)	(185)
Chi Square Score	1		2		63*			10	
Gamma	0.06		-0.10		-0.17			0.03	
Lambda	0.01		0.01		0.05			0	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 – 5 yrs.	5+ yrs.	Married	Single
Extra Effort:									
Agree/Strongly Agree	81%	80%	83%	80%	82%	83%	77%	82%	79%
Neutral	15	18	17	16	17	12	18	15	17
Disagree/ Strongly Disagree	4	2	0	4	1	5	5	3	4
(N)	(189)	(176)	(59)	(306)	(142)	(81)	(140)	(184)	(181)
Chi Square Score	3		14*		14			6	
Gamma	-0.06		-0.32		-0.07			0.04	
Lambda	0.02		0.06		0.01			0.01	
Confidence/Trust:									
Agree/Strongly Agree	76	70	73	73	65	82	76	76	70
Neutral	19	20	19	20	24	16	18	19	20
Disagree/ Strongly Disagree	5	10	8	7	11	2	6	5	10
(N)	(191)	(178)	(59)	(310)	(144)	(83)	(141)	(184)	(185)
Chi Square Score	5		7		26			18	
Gamma	0.08		-0.15		0.21			0.12	
Lambda	0.02		0.04		0.04			0.02	
Improvement:									
Agree/Strongly Agree	41	43	45	41	51	36	36	42	42
Neutral	31	30	29	31	29	34	31	29	32
Disagree/ Strongly Disagree	28	27	26	28	20	30	33	29	26
(N)	(190)	(177)	(58)	(309)	(144)	(83)	(138)	(182)	(185)
Chi Square Score	2		2		31*			11	
Gamma	0		-0.02		-0.19			-0.01	
Lambda	0.03		0.01		-0.03			0.02	
Appreciation:									
Agree/Strongly Agree	24	27	31	24	28	26	22	26	25
Neutral	31	32	21	34	43	28	23	28	35
Disagree/ Strongly Disagree	45	41	48	42	29	46	55	46	40
(N)	(190)	(175)	(58)	(307)	(142)	(82)	(139)	(182)	(183)
Chi Square Score	1		4		64*			13	
Gamma	-0.07		0.02		-0.23			-0.05	
Lambda	0.01		0.01		0.09			0.04	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

Cross-tabulations of job security and job training issues were completed next. Refer to Table 15 for a listing of the results obtained. Both employees and management alike all felt secure there jobs in reference to being fired and/or to downsizing. There was a large desire across the board for more job-related training for the employees. Significant scores from the chi square tests were observed as being 19 for agency type and 43 for tenure.

When asked if they were required to perform tasks without adequate training, most responses, except for those from management, felt that this was not the case. In most cases, more than 50 percent of the respondents felt this way. Only management differed from this with 36 percent feeling that they do receive requests without training, Thirty-four percent feeling they do not, and the remaining 30 percent remaining neutral. Significant chi scores were observed for both agency type and job position of 21 and 12, respectively.

On the issue of pre-hire certification, managers felt that this would be beneficial (74 percent), as did those employees with tenure of more than two years (52 percent). Overall, most of the respondents were in favor of this concept although comments indicated realization that this would make it more difficult to hire personnel. A significant chi score was observed for job position of 22.

Table 15: Cross-Tabulation Analysis Between Job Security & Training Issues and Background Information

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Being Firing:									
Agree/Strongly Agree	4%	5%	2%	5%	7%	4%	3%	5%	4%
Neutral	20	20	15	21	21	13	22	17	23
Disagree/ Strongly Disagree	76	75	83	74	72	83	75	78	73
(N)	(190)	(178)	(59)	(309)	(144)	(82)	(140)	(185)	(183)
Chi Square Score	1		3		23			7	
Gamma	-0.01		-0.18		0.12			0.05	
Lambda	0.01		0.01		0.04			0.01	
Downsizing:									
Agree/Strongly Agree	1	3	5	1	3	0	2	3	1
Neutral	7	7	3	9	9	7	6	6	9
Disagree/ Strongly Disagree	92	90	92	90	88	93	92	91	90
(N)	(190)	(179)	(59)	(310)	(144)	(83)	(140)	(185)	(184)
Chi Square Score	5		8		21			10	
Gamma	-0.02		-0.13		0.13			-0.06	
Lambda	0.02		0		0			0	
More Training:									
Agree/Strongly Agree	52	72	63	61	60	67	61	60	64
Neutral	30	22	25	27	27	21	28	27	24
Disagree/ Strongly Disagree	18	6	12	12	13	12	11	13	12
(N)	(189)	(175)	(59)	(305)	(141)	(82)	(139)	(183)	(181)
Chi Square Score	19*		1		43*			12	
Gamma	0.31		0.01		-0.09			0.01	
Lambda	0.08		0		0.03			0.01	
Tasks w/o Training:									
Agree/Strongly Agree	20	22	36	21	22	20	28	18	29
Neutral	18	28	30	22	23	17	26	23	22
Disagree/ Strongly Disagree	62	50	34	57	55	63	46	58	49
(N)	(189)	(179)	(59)	(309)	(144)	(83)	(139)	(184)	(184)
Chi Square Score	21*		12*		15			15	
Gamma	0.3		0.34		-0.08			0.14	
Lambda	0.07		0.01		0			0	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 – 5 yrs.	5+ yrs.	Married	Single
Pre-hire Certification:									
Agree/Strongly Agree	46%	47%	74%	41%	34%	52%	55%	47%	46%
Neutral	24	30	14	29	33	29	20	26	28
Disagree/ Strongly Disagree	31	23	12	30	33	19	25	27	26
(N)	(189)	(177)	(58)	(308)	(143)	(83)	(138)	(182)	(184)
Chi Square Score	5		22*		29			7	
Gamma	0.08		0.44		-0.19			0.01	
Lambda	0.02		0.05		0.05			0.01	
Policies:									
Agree/Strongly Agree	43	38	44	40	43	39	39	43	38
Neutral	30	36	37	32	36	30	31	30	35
Disagree/ Strongly Disagree	27	26	19	28	21	31	30	27	27
(N)	(190)	(178)	(59)	(309)	(143)	(83)	(140)	(184)	(184)
Chi Square Score	5		8		12			8	
Gamma	-0.07		0.10		0.07			-0.02	
Lambda	0.03		0		0.02			0.01	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

Table 16 shows a rundown of managerial policies and strategies in use by agencies. Only a small percentage of respondents felt that their agency had a few amount of written policies, with most feeling that these rules were at least somewhat specific, if not more so.

On the subject of the training that was received upon initially being hired for their position, half said up to three months. The remainder saying their training and orientation was more than three months. Significant score on the chi square tests were noted for agency type (11), job position (14), and tenure (36).

Table 16: Cross-Tabulation Analysis Between Managerial Strategies and Background Information

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/Supervisor	Line Employee	<2 yrs.	2 – 5 yrs.	5+ yrs.	Married	Single
# of Written Rules and Procedures:									
Many	70%	50%	54%	61%	61%	61%	60%	63%	57%
Moderate	22	33	36	26	26	28	27	22	33
Few/Very Few	8	17	10	13	13	11	13	15	10
(N)	(189)	(179)	(59)	(309)	(144)	(83)	(140)	(185)	(183)
Chi Square Score	17*		3		10			20	
Gamma	0.28		0.08		-0.01			-0.01	
Lambda	0.11		0.01		0.01			0.01	
Preciseness of rules:									
Specific/Very specific	47	43	35	46	48	50	38	45	45
Somewhat specific	28	31	35	30	32	26	33	30	30
General/Very General	25	26	30	24	20	24	29	25	25
(N)	(187)	(176)	(57)	(306)	(143)	(82)	(137)	(182)	(181)
Chi Square Score	1		5		17			11	
Gamma	0.05		0.16		-0.11			-0.04	
Lambda	0.01		0.01		0.02			0	
Orientation/training received:									
<3 months	51	62	62	55	50	58	62	56	56
3-6 months	33	23	17	30	37	26	19	29	28
6+ months	16	15	21	15	13	16	19	15	16
(N)	(186)	(175)	(58)	(303)	(141)	(80)	(138)	(183)	(178)
Chi Square Score	11*		14*		36*			13	
Gamma	0.19		0.16		-0.14			-0.01	
Lambda	0.05		0		0.04			0.01	

Note: Based on 5-level likert scales

* Indicates statistical significance < .05

The final portion of the cross-tabulation section focused on role clarity issues.

Table 17 shows a break down of the results obtained.

Table 17: Cross-Tabulation Analysis Between Role Conflict Issues and Background Information

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Know duties:									
True/Very True	97%	96%	98%	96%	93%	99%	99%	97%	95%
Neutral	2	3	2	3	6	0	1	2	4
False/Very False	1	1	0	1	1	1	0	1	1
(N)	(188)	(178)	(58)	(308)	(143)	(82)	(139)	(182)	(184)
Chi Square Score	8		4		41			9	
Gamma	0.19		0.28		-0.37			-0.09	
Lambda	0.05		0		0.10			0.01	
Accepted by one:									
True/Very True	53	51	63	50	45	49	61	45	59
Neutral	26	22	17	25	27	33	17	25	23
False/Very False	21	27	20	25	28	18	22	30	18
(N)	(189)	(176)	(59)	(306)	(141)	(82)	(140)	(183)	(182)
Chi Square Score	10*		6		25			27*	
Gamma	-0.02		0.21		-0.17			0.20	
Lambda	0.05		0		0.04			0.02	
Chain of command:									
True/Very True	80	88	93	82	83	83	84	83	84
Neutral	11	8	5	10	11	7	9	9	9
False/Very False	9	4	2	8	6	10	7	8	6
(N)	(190)	(179)	(60)	(309)	(144)	(82)	(141)	(185)	(185)
Chi Square Score	6		8		11			16	
Gamma	0.14		0.32		-0.08			-0.03	
Lambda	0.01		0		0.02			0.04	
What is expected of me:									
True/Very True	74	74	68	76	74	73	76	78	71
Neutral	21	19	27	19	19	22	19	16	23
False/Very False	5	7	5	6	7	5	5	5	6
(N)	(188)	(179)	(60)	(307)	(143)	(81)	(141)	(183)	(184)
Chi Square Score	6		2		20			10	
Gamma	0.07		-0.08		-0.11			-0.05	
Lambda	0.04		0		0.05			0.01	

Note: 5-level likert scale measurement 1=Very True 2=True 3=Neutral 4=False 5=Very False

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 – 5 yrs.	5+ yrs.	Married	Single
Clear goals exist:									
True/Very True	50	45	49	47	51	43	47	49	45
Neutral	29	30	31	29	29	33	28	25	33
False/Very False	21	26	20	24	20	24	25	26	22
(N)	(189)	(176)	(59)	(306)	(144)	(82)	(137)	(182)	(183)
Chi Square Score	5		3		11			18	
Gamma	-0.07		0.08		0.02			0.04	
Lambda	0.02		0		0			0.01	
Feel conflict:									
True/Very True	29%	33%	38%	29%	29%	33%	31%	28%	34%
Neutral	21	25	20	24	24	22	24	24	22
False/Very False	50	42	42	47	47	45	45	48	44
(N)	(189)	(179)	(60)	(308)	(144)	(82)	(140)	(183)	(185)
Chi Square Score	3		13*		12			7	
Gamma	0.11		0.05		0.01			0.09	
Lambda	0.02		0.01		0.01			0	
Supr. requests:									
True/Very True	15	16	22	15	11	13	21	14	17
Neutral	22	27	26	24	24	28	24	26	24
False/Very False	63	57	52	61	65	59	55	60	59
(N)	(190)	(179)	(60)	(309)	(144)	(82)	(141)	(184)	(185)
Chi Square Score	8		9*		26*			16	
Gamma	0.04		0.05		-0.05			0.05	
Lambda	0.04		0		0.03			0	
Authority:									
True/Very True	51	47	47	49	45	57	48	54	43
Neutral	31	30	26	32	36	27	28	30	32
False/Very False	18	23	27	19	19	16	24	16	25
(N)	(190)	(179)	(60)	(309)	(144)	(82)	(141)	(184)	(185)
Chi Square Score	2		2		17			14	
Gamma	-0.08		-0.08		-0.04			-0.12	
Lambda	0.02		0		0.03			0.02	
Things done different:									
True/Very True	28	36	42	30	24	37	39	30	35
Neutral	37	40	37	39	42	36	35	38	38
False/Very False	35	24	22	31	34	27	26	32	27
(N)	(190)	(179)	(60)	(309)	(144)	(82)	(141)	(184)	(185)
Chi Square Score	7		5		14			10	
Gamma	0.18		0.18		-0.12			0.10	
Lambda	0.03		0		0.03			0.01	

Note: 5-level likert scale measurement 1=Very True 2=True 3=Neutral 4=False 5=Very False

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 – 5 yrs.	5+ yrs.	Married	Single
Not enough staff:									
True/Very True	17	22	40	15	11	21	27	18	21
Neutral	34	38	28	38	35	35	38	34	39
False/Very False	49	40	32	47	54	44	35	48	40
(N)	(189)	(176)	(60)	(305)	(142)	(82)	(139)	(182)	(183)
Chi Square Score	6		21*		24			8	
Gamma	0.16		0.37		-0.18			0.10	
Lambda	0.04		0.01		0.05			0.02	
Divided time:									
True/Very True	52%	48%	42%	52%	54%	54%	45%	55%	45%
Neutral	35	41	43	37	36	32	42	34	42
False/Very False	13	11	15	11	10	14	13	11	13
(N)	(189)	(176)	(59)	(306)	(143)	(81)	(139)	(182)	(183)
Chi Square Score	9		2		12			11	
Gamma	0.02		-0.15		0.08			-0.11	
Lambda	0.07		0.02		0.02			0.02	
Buck a rule:									
True/Very True	8	14	20	9	6	10	17	10	11
Neutral	29	35	37	31	31	28	34	32	32
False/Very False	63	51	43	60	63	62	49	58	57
(N)	(190)	(177)	(60)	(307)	(142)	(82)	(141)	(184)	(183)
Chi Square Score	10*		12*		25			8	
Gamma	0.17		0.21		-0.14			-0.01	
Lambda	0.05		0.02		0.04			0	
Two groups:									
True/Very True	51	64	63	56	51	63	60	57	57
Neutral	22	20	20	21	23	18	20	19	24
False/Very False	27	16	17	23	26	19	20	24	19
(N)	(189)	(179)	(60)	(308)	(144)	(81)	(141)	(184)	(184)
Chi Square Score	9		6		13			11	
Gamma	0.23		0.18		-0.13			0.02	
Lambda	0.04		0		0.01			0	
Unnecessary things:									
True/Very True	21	24	35	20	17	21	28	22	23
Neutral	18	29	22	24	23	22	26	23	24
False/Very False	61	47	43	56	60	57	46	55	53
(N)	(190)	(178)	(60)	(308)	(143)	(82)	(141)	(184)	(184)
Chi Square Score	19*		9*		19			12	
Gamma	0.13		0.22		-0.13			0.02	
Lambda	0.08		0		0.02			0	

Note: 5-level likert scale measurement 1=Very True 2=True 3=Neutral 4=False 5=Very False

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Clear explanations:									
True/Very True	49	49	40	50	58	44	43	54	44
Neutral	33	35	43	33	28	36	38	26	41
False/Very False	18	16	17	17	14	20	19	20	15
(N)	(190)	(177)	(60)	(307)	(142)	(182)	(141)	(184)	(183)
Chi Square Score	1		3		15			18	
Gamma	0.03		-0.14		0.11			0	
Lambda	0.01		0.02		0.04			0.04	
Tasks w/o staff:									
True/Very True	16	20	29	16	13	13	26	17	19
Neutral	27	33	27	31	32	24	32	30	30
False/Very False	57	47	44	53	55	63	42	53	51
(N)	(190)	(177)	(59)	(308)	(144)	(82)	(139)	(183)	(184)
Chi Square Score	5		10*		22			6	
Gamma	0.12		0.18		-0.11			0.04	
Lambda	0.03		0		0.04			0	
Incompatible requests:									
True/Very True	24	31	27	26	21	32	33	25	30
Neutral	27	35	38	31	34	28	29	31	31
False/Very False	49	34	35	43	45	40	38	44	39
(N)	(188)	(179)	(60)	(307)	(143)	(81)	(141)	(183)	(184)
Chi Square Score	13*		10*		25			7	
Gamma	0.17		0.10		-0.06			0.10	
Lambda	0.11		0.02		0.05			0.01	

Note: 5-level likert scale measurement 1=Very True 2=True 3=Neutral 4=False 5=Very False

* Indicates statistical significance < .05

One noticeable factor noticed was that employees, both managers and line employees, work with multiple groups that operate differently from each other. This may cause employees to become confused over which is the proper method of completing a specific task. There is a possibility, based on the data received, that although there may be a team effort, much individuality is involved as well.

Significant results from chi scores were observed when participants were asked if they receive incompatible requests from more than one person. Agency type had a chi score of 13, a gamma score of 0.17 and a lambda score of 0.11. Job position produced a chi score of 10 with a gamma score of 0.10 and a lambda score of 0.02. Most did not feel that they did receive incompatible requests. For those who did believe this was occurring, data did not indicate whether they felt if these requests were coming from management or if they were coming from law enforcement officers.

Overall, most employees were aware of what is expected of them. They were cognizant of a clear, well-defined chain-of-command existing in their agency. All of the categories, especially in managers and personnel with several years of tenure, respondents felt that they did things that were accepted by one person but not by another. Significant chi square scores were noted for this category for agency type and marital status.

Job position, when cross-tabulated with whether an individual felt conflict, showed to be significant with its chi square score of 13. The lambda score was 0.01 and the gamma score was 0.05. Overall, the majority of responses showed that they did not feel conflict.

Participants did not feel that their supervisor asked for one thing but really wanted another. The greatest percentage of those who did feel that this was the case were those in a management role, with 22 percent, while 52 percent of management took an opposite stand on this issue. Significant statistics were noticed for chi scores of job position and tenure of nine and 26, respectively.

Correlations

A Pearson correlation analysis was completed on five of the major categories focused on during this study. These areas were turnover intentions, job satisfaction, job challenges, job security, and role clarity. Prior to beginning, each category of variables was indexed using SPSS version 10.0, based upon the results of the survey. A reliability test was then conducted in order to find the alpha coefficient in order to ensure the statistics were reliable to proceed with further testing.

Table 18: Mean, Standard Deviation, & Alpha Scores for Correlated Variables

	Turnover Intentions	Job Satisfaction	Job Challenges	Job Security	Role Clarity
Mean	2.81	2.55	2.99	4.27	2.78
Standard Deviation	1.21	1.02	1.16	0.82	0.97
Alpha	0.46	0.65	0.95	0.64	0.58

The mean scores had a range between 2.55 for job satisfaction and a high of 4.27 for job security. The standard deviations ranged from 0.82 as a low for job security up to 1.21 for turnover intentions. Results from the reliability test showed alpha scores ranging from 0.46 from turnover intentions to 0.95 for job challenges.

Table 19 shows the results of the correlation analysis. Significant statistical results were explained below.

Table 19: Correlation Analysis of Job Attitude Index Among 911 Workers

		Turnover Intentions	Job Satisfaction	Job Challenges	Job Security	Role Clarity
Turnover Intentions	Pearson Score (N)	1.00 (358)				
Job Satisfaction	Pearson Score (N)	-0.37* (356)	1.00 (368)			
Job Challenges	Pearson Score (N)	0.45* (339)	-0.47* (346)	1.00 (348)		
Job Security	Pearson Score (N)	0.06 (356)	-0.16* (366)	0.19* (346)	1.00 (368)	
Role Clarity	Pearson Score (N)	0.27* (331)	-0.25* (339)	0.39* (321)	0.03 (339)	1.00 (341)

* Indicates statistical significance < .05

The first area to be looked at was that of turnover intentions. There was an negative relationship between turnover intention and job satisfaction. This means that the more satisfied an employee was with their job, the less the chance they contemplated leaving. A significant score on the Pearson test -0.37 concurs this finding.

There was a positive correlation between turnover intentions and job challenges with a significant Pearson score of 0.45. Accordingly, the greater the amount of stress placed on an individual by the job, the greater the probability of turnover exists. There

was also a positive correlation between turnover intentions and role clarity. A Pearson score of 0.27 indicated statistical significance.

Under job satisfaction, there were three significant statistics noticed. To begin, an negative association between job satisfaction and job challenges existed, meaning that as job challenges went up, job satisfaction went down. A Pearson score of -0.47 was observed for this correlation. There was also an negative relationship between job satisfaction and role clarity. For this, a Pearson score of -0.25 was observed. A negative correlation was observed between job security and job satisfaction with a Pearson score of -0.16 . This was due to the negative manner in which the job security questions were asked of the participants (i.e.- I am worried about being fired).

Correlations pertaining to job challenges indicated significant against job security issues, with a Pearson score of 0.19. Again, this was due to the negative format in which the job security questions were asked. A significant Pearson score of 0.39 was also observed for role clarity issues. No significant correlations were noted when job security issues were the independent variable.

RESULTS

There are several variables known to contribute to job attitudes and influence turnover intentions. Many of these same factors were analyzed in this study of 911 operators. Overall, a varied range number of responses were received between police department and sheriff's office employees, as well as line operators and management, new and veteran employees, and married and single individuals. The majority of participants had multiple comments and ideas that, they felt, would be beneficial to their organization. Turnover, job satisfaction, job challenges, job performance, and role clarity issues all showed some significant factors based upon the data received.

Those in a management or supervisory position did show slightly higher job satisfaction rates over line employees. They also showed higher rating as far as job challenges were concerned. This may be conducive to them having to wear two hats, one of a 911 operator and one as a manager.

In general, 911 operators, including both line operators and management, showed a strong dedication to their job and its purpose. Most said that they were willing to put in the extra effort and to do what was necessary. Also, only a small percentage of the responses indicated that they wanted to leave their agency, either completely or to work for another public safety agency.

When asked if the participant would be with their agency in five years, it was noticeable that most of the managers said that they would. This could have been due to the fact that those in a management position were over 26 years of age and more established in their lives.

Staffing levels were a dominant issue for all respondents. Employees felt that management needed to concentrate on increasing manpower levels and focus on implementing better hiring techniques in order to retain personnel. Low staffing levels could positively correlate towards job satisfaction and inversely relate to job stress and turnover intentions.

Although numbers were low as far as intentions to quit, most felt that turnover was an important issue in their agencies. The group with the lowest rates of turnover intentions was those employees with less than two years of service. When looking at five years projections, there was a drop in tenure for employees with two to five years of service from the other two groups. There was also a noted difference in the amount of participants from this group. This may indicate that there is higher turnover for employees with two to five years of service, though further research is necessary.

Participants showed a strong tendency for having overall satisfaction with their job, supervisor, and co-workers. Based upon comments given, the scope of co-workers was limited to those who fulfill the same obligations as the respondent, i.e. other 911 operators. It appears that participants did not view others, such as road officers, as being their co-workers. Many comments referred to the lack of respect by officers and deputies towards 911 personnel and overall lack of knowledge of their job. There was a marked

desire to break up the "us vs. them" attitudes, with reference to relations between officers and communications employees. In many agencies, there appeared to be a barrier separating the two divisions and causing many problems.

Appreciation by management also showed to be lacking in many agencies. Employees need to know that they are appreciated for the job they do. Due to media attention over the past several years, 911 operators have been forced to take more responsibility for their actions. As such, they are punished when something bad occurs, yet not given praise for commendable actions. Several comments given indicate the desire for more positive reinforcement to be given by management. Something as simple as a proverbial "pat on the back" would indicate to the employees that they are being noticed and feel included in the overall mission of the agency. Again, this would provide a boost to job satisfaction and thus help to decrease turnover.

Employees were divided, almost evenly on feelings of pay satisfaction. There was a noticeable decline in satisfaction when looking at employees with more tenure. About half of those with several years with an agency don't feel that they are paid appropriately for the amount and type of job they do. A large number of respondents felt made the comment that the issue of pay rate needs to be addressed. In fact, 156 respondents identified money as being one way to decrease turnover. Most agencies, over the past few years, have increased the starting salary for 911 operators in order to attract them, yet have done less to retain veteran employees. Though there was strong dissatisfaction with pay by employees overall, this did not show to be a major decision in

turnover intentions as had been shown to exist in previous research (Balfour and Wechsler, 1996; Ting, 1997).

Employees were also not satisfied with their chances for advancing in their agency. The limits of this study did not identify if these feelings are based on the lack of positions available to operators, or if something else was preventing them from proceeding, such as personal ability, favoritism by management, etc. As stated in the literature review, if employees remain stagnant in their jobs for an extended period of time, they have a greater tendency for burnout and turnover. The data did not prove or disprove this concept due to turnover intentions being low and job satisfaction high.

Respondents indicated a strong desire to be able to attend more job-related training in order to better themselves in their profession. As reported from previous studies, job training, to include both initial and refresher training, needs to be provided to employees to maintain their job skills and to maintain their interests. More training opportunities supplied can also help to decrease liability and improve morale.

In looking at job challenges, two aspects were looked at. These were stress caused by the job both at home and at work. Most employees did not feel overburdened by those stress factors discussed while at work. In fact, when asked if they, including both management and line operators, felt burned out from their job, only one-third said they did. Veteran employees gave higher indications of being burned out rather than the newer employees. This is possibly due to those employees being required to cover the open positions and to do extra work, in addition for any current responsibilities they may have, such as training.

On the other hand, most respondents, regardless of the category they fell into, perceived that too many others burn out from the job demands. At this time, it is unclear which employees were being referred to. This may indicate a lack of understanding on the part of the employees as to signs and symptoms of job stress and burnout.

Evidence strongly exhibits a higher tendency for stress related factors at home due to demands of the job. A major factor in this is the shift work. Demands of the job force employees to be on duty around the clock, 365 days a year. As such, many have to work nights, weekends, and holidays while their families are at home. The data showed that shift work caused greater conflicts with the employees' home life. While it is not feasible to eliminate shift work, agencies may want to look at the type of shifts utilized (8, 10, or 12 hour), and determine if it is necessary to reorganize their current shift structure.

The majority of respondents said that there were numerous written policies and procedures existing within their agencies, often times being specific to certain tasks. While this was not questioned, it is unknown as to what extent these policies were being enforced. A large number of questionnaire comments indicated that excessive favoritism existed in their agencies between supervisors and some line operators. This can cause negativity in the workplace; setting a poor example for new hires and making others feel unequal in stature.

Proper management techniques were another concern of participants. Comments were given indicating the need for more effective management. Those in a supervisory position should be competent and able to handle necessary duties. Barriers between

management and staff need to be broken down in order to promote more effective communication and better working conditions between the two.

Results also indicated that all employees were aware of their duties, obligations, and responsibilities. There appeared to be ample role clarity on the part of most respondents. Clearly defined chains-of-command were identified by the respondents, regardless of position. Role conflict did show to have an inverse relation to job satisfaction. Based on correlations conducted, as role conflict increased, employee job satisfaction decreased. Employees having to work with more than one group that operates differently from each other may have in part, triggered this. Again, data did not identify whether these feelings were from the various shifts within the communications center or if they extended outward to the road units.

The correlation tests showed a significant inverse relationship between job satisfaction and turnover intention as well as between job satisfaction and job challenges. This verifies the findings of previous studies by Arnold and Feldman (1982), Steel and Ovalle (1984), Blau and Boal (1987), and Liou (1998). It is easy to understand that if a 911 operator is not satisfied with their job, the rate of intentions to leave would increase. As for job challenges, if a job becomes too stressful and has a marked effect on that person both at home and at work, then job satisfaction should increase.

Turnover intentions showed significant parallel a relationship with job challenges. This reaffirms findings by Parker and DeCotiis (1983) on this issue. As before, if a job becomes too stressful for an individual, there is a greater likelihood that turnover intentions would also increase. Job challenges showed a significant correlation towards

job security. Again, it should be noted that stress plays a large part in this profession. As such, if a person is feeling burned out from the job, they will begin to doubt themselves and feel less secure about their job.

CONCLUSION

The role of the 911 operator is not merely a job; it is a profession and very often a career. These individuals are vital to helping to ensure the safety and well-being of the public. Regardless of which agency the 911 operator works for, he/she is subjected to harsh demands and intense amounts of stress, some of which can be offset and others that cannot. If employees are not satisfied in their positions due to any number of reasons, they may begin to think about leaving their organizations.

The ideas and information presented here are only a brief explanation as to what issues may or may not exist for 911 operators with regards to job attitudes and turnover intentions. Clearly, more attention needs to be placed upon these individuals for the work that they perform in order to maintain the standards of the emergency response system. Those areas where problems exist should be identified and solutions created to modify the situations rather than being ignored. Emphasis should be placed on areas where positive factors were found, such as job satisfaction and job dedication. When given praise for a job well done, they will be more receptive to reprimand when they have made a mistake.

911 operators showed a strong dedication and commitment to their agencies and the profession. Findings of this study support the belief that 911 operators remain in this position for many intrinsic reasons (self-fulfillment) rather than extrinsic reasons. Even

though many of the common characteristics known to influence employee turnover (pay, advancement, stress levels, etc.) were found to exist with 911 professionals, other motivators propelled them to remain in the field. Areas of noticeable deficiency were seen in employee recognition and appreciation and yet, the majority of all participants showed that they would put in the extra effort, showing that although they are not given enough recognition. While money may be an enticing factor to lure an individual into the profession, there may be other reasons that 911 operators remain despite the tribulations.

Management should be more open to listening to the needs and concerns of all their 911 operators. This would help in decreasing favoritism and encouraging unity throughout not only the communications division, but also the entire department. In many agencies, a barrier was defined between the 911 operators and the officers. By striving to eliminate this wall, a better work environment will emerge.

This study gave 911 operators an opportunity to express their views and feelings on a variety of issues that affected them. Improving the work environment of a communications center does not necessarily have to revolve around an agency spending vast amounts of money. Just by management telling their 911 professionals that they are proud of them and encourage them to do the best they can is a positive step in the right direction. This should be done routinely, rather than just on occasion to show that management is genuine in their respect.

Training is one area where improvement can be beneficial. Various companies exist, including APCO, which offer courses specific to the job demands of 911 operators. There are also training tapes and materials employees can view in order to use in their

everyday functions. Refresher training can be helpful in maintaining veteran employees knowledge of various job procedures. Regardless of whether the training materials are purchased from a private vendor or if made from within the agency, the active interest by management in the employees will show that they are important and appreciated.

Further research of turnover intentions and job attitudes of 911 operators would be beneficial. One suggestion is to conduct a longitudinal study to see if any improvements can be detected over time. By charting levels of turnover experienced by public safety agencies, management would be able to determine if they are utilizing proper techniques to effectively handling the issue at hand.

A comparison study of various 911 centers in different areas of the country would also be of value. This would assist researchers in identifying whether issues, such as turnover, are as high in agencies across the nation or if unique problems might be limited to only isolate areas. If problems are repeatedly being noticed, then training courses and materials may be able to be created to assist in overcoming them.

By reducing turnover intentions, and subsequently turnover, management is able to divert money towards other areas of necessity, such as training, equipment, and employee development. Incorporating 911 operators to feel that they area a vital asset to an organization can only help all stakeholders, both in the agencies and the communities, whereas ignoring the issue can be detrimental and extremely costly.

APPENDIX A

JOB ATTITUDE SURVEY OF 911 PROFESSIONALS

JOB ATTITUDE SURVEY OF 9-1-1 PROFESSIONALS

Dear Colleague:

I would like to thank you for taking the time to fill out this survey questionnaire. As an Emergency Communications Operator, I understand the endeavors and ordeals that you are subjected to on a regular basis. In order to correct any of the problems that may exist, it is first necessary to identify them. For the following questions, choose the answer that you feel best describes you and your agency. These questionnaires are completely anonymous and as such, you can be as honest as possible when answering each question.

I. PERSONAL INFORMATION: (Mark the correct choice)

1. Sex: ☐ Male ☐ Female
2. Into what age range do you fall? ☐ Under 25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 55+
3. Marital Status: ☐ Single ☐ Divorced ☐ Married ☐ Widowed
4. Number of Dependents: _____
5. What is the highest level of education you have obtained?
☐ High School Diploma/GED ☐ Some College ☐ BA/BS Degree ☐ Some Graduate ☐ Graduate
6. What is your position: ☐ Supervisor/Manager ☐ Communications Operator
7. How long have you worked with this organization? ☐ 0-6 mo. ☐ 6 mo.-2 yr. ☐ 3-5 yr. ☐ 6-10 yr. ☐ 10 yr. +
8. How long have you worked in this profession? ☐ 0-1 yr. ☐ 1-5 yrs. ☐ 5-10 yrs. ☐ 10-15 yrs. ☐ 15 +
9. Are you: ☐ Full-time ☐ Part-time
10. What type of schedule do you work? ☐ Days ☐ Nights ☐ Rotating

- If rotating, please explain the type of rotation:

-
-
11. On average, how many hours of overtime do you work per week? ☐ 0 ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 15 +
 12. On average, how many hours per week do you work solo? ☐ 0 ☐ 1-10 ☐ 11-20 ☐ 21-30 ☐ 31+

II. General Job Satisfaction: (Circle the best choice)

How satisfied are you with each of the following:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
a. Your Job	1	2	3	4	5
b. Your Supervisor	1	2	3	4	5
c. Your Pay	1	2	3	4	5
d. Your chances for career advancement in this organization in the future	1	2	3	4	5
e. The friendliness & cooperativeness of your co-workers	1	2	3	4	5

III. Job Performance: This refers to your perception of how well you do your job and how much you are informed about your job performance.

	No Chance	Small Chance	50% Chance	Quite Likely	Almost a Certainty
1. How likely is it that you will be recognized for your good work (e.g., given a special word of appreciation or a pat-on-the-back)?	1	2	3	4	5
2. I am willing to put in a great deal of effort beyond that normally expected in order to make the police department successful.	1	2	3	4	5
3. To what extent do you feel your supervisor has confidence in you and trusts you?	1	2	3	4	5
4. To what extent does your supervisor show you how to improve your performance?	1	2	3	4	5
5. How much does your agency appreciate the work that you perform?	1	2	3	4	5

IV. Job Security and Training Issues: The following statements discuss job security and training issues

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I am worried about being fired.	1	2	3	4	5
2. I am concerned about losing my job due to downsizing.	1	2	3	4	5
3. I would like my agency to provide more job-related training opportunities than are currently offered.	1	2	3	4	5
4. I am expected to perform tasks on my job for which I have never been trained.	1	2	3	4	5
5. I think that certification of Emergency Communications Operators should be required prior to being hired, just like police officers and firefighters.	1	2	3	4	5
6. Policies and procedures affecting my work are communicated adequately.	1	2	3	4	5

V. Managerial Policies/Strategies: This section discusses policies and strategies used or should be used by your Organization (Please circle one).

1. How many written rules and procedures exist for doing your major tasks?	Very Few	A Small Number	A Moderate Number	A large Number	A Great Number
2. How precisely do these rules and procedures specify how your major tasks are to be done?	Very General	Mostly General	Somewhat Specific	Quite Specific	Very Specific
3. When you began this job, how long a period of orientation and training did you receive that was directly related to your job?	Less than one month	1-3 mo.	4 - 6 mo.	6 mo. - 1 yr.	Over 1 yr.
4. List 3 things that you feel that management can do to decrease your agency's turnover rate.	<hr/> <hr/> <hr/>				

VI. Job Challenges: The following statements discuss challenges that you experience due to your job position.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I feel like I never have a day off from work.	1	2	3	4	5
2. My job gets to me more than it should.	1	2	3	4	5
3. I feel guilty when I take time off from my job.	1	2	3	4	5
4. I frequently get the feeling I am married to the Police Department.	1	2	3	4	5
5. Working here leaves little time for other activities.	1	2	3	4	5
6. I feel burned out from my work.	1	2	3	4	5
7. Too many people at my level in the Police Department get burned out by job demands.	1	2	3	4	5
8. There are lots of times when my job drives me right up the wall.	1	2	3	4	5
9. I have felt fidgety or nervous as a result of my job.	1	2	3	4	5
10. I spend so much time at work, I can't see the forest through the trees.	1	2	3	4	5
11. Sometimes when I think about my job I get a tight feeling in my chest.	1	2	3	4	5
12. I have too much work to do and too little time to do it in.	1	2	3	4	5
13. I sometimes dread the telephone ringing at home because the call might be job-related.	1	2	3	4	5
14. My work schedule often conflicts with my family life.	1	2	3	4	5
15. Because my work is demanding, at times I am irritable at home.	1	2	3	4	5
16. My work takes time that I'd like to spend with my family.	1	2	3	4	5
17. My job makes it difficult to be the kind of spouse or parent I'd like to be.	1	2	3	4	5
18. My family dislikes how often I am preoccupied with my work while I am home.	1	2	3	4	5
19. After work, I come home too tired to do some of the things I'd like to do.	1	2	3	4	5
20. On the job I have so much work to do that it takes away from my personal interests.	1	2	3	4	5
21. The demands of my job make it difficult to be relaxed all the time at home.	1	2	3	4	5

VII. Turnover Issues: This looks at your thoughts about quitting your current job.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I often think about quitting my job.	1	2	3	4	5
2. I have thought about leaving this agency and going to work for another public safety department.	1	2	3	4	5
3. I plan to be with this agency five years from now.	1	2	3	4	5
4. Turnover is an important problem in my agency.	1	2	3	4	5
5. What is the average turnover rate for your agency per year?	0 – 10%	11 – 20%	21 – 30%	31 – 40%	41 – 50%

VIII. Role Clarity Issues:

	Very True	True	Neutral	False	Very False
1. I know what my responsibilities are.	1	2	3	4	5
2. I do things that are apt to be accepted by one person and not accepted by others.	1	2	3	4	5
3. The chain-of-command is clear and well-defined.	1	2	3	4	5
4. I know exactly what is expected of me.	1	2	3	4	5
5. Clear, planned goals and objectives exist for my job.	1	2	3	4	5
6. I feel conflict on what my employer expects me to do and what I think is right or proper.	1	2	3	4	5
7. My supervisor asks for one thing, but really wants another.	1	2	3	4	5
8. I feel certain about how much authority I have.	1	2	3	4	5
9. I have to do things that should be done differently.	1	2	3	4	5
10. I receive an assignment without the staff to complete it.	1	2	3	4	5
11. I know that I have divided my time properly.	1	2	3	4	5
12. I have to buck a rule or policy in order to carry out an assignment.	1	2	3	4	5
13. I operate with two or more groups that operate quite differently.	1	2	3	4	5
14. I work on unnecessary things.	1	2	3	4	5
15. Explanation is clear of what has to be done.	1	2	3	4	5
16. I receive an assignment without adequate resources and materials to execute it.	1	2	3	4	5
17. I receive incompatible requests from two or more people.	1	2	3	4	5

In the following space provided, please write any other issues that you believe are important to this issue that I have not addressed.

Thank you for your time and assistance

APPENDIX B
CODE BOOK FOR JOB ATTITUDE SURVEY

CODE BOOK

Section I - Demographic & Personal Information:

1. Agency Name:	Use Name	
2. Agency Type:	1 = City	2 = County
3. Max Staffing Level:	Use Figure Given	
4. Jurisdiction Population:	Use Figure Given	
5. City Revenue:	Use Figure Given	
6. City Expenditures:	Use Figure Given	
7. Sex:	1 = Male	2 = Female
8. Age Range:	1 = Under 25 2 = 26 – 35 3 = 36 – 45	4 = 46 – 55 5 = 55+
9. Marital Status:	1 = Single 2 = Divorced	3 = Married 4 = Widowed
10. Number of Dependents:	Use number given	
11. Level of Education:	1 = High School/GED 2 = Some College 3 = BA/BS	4 = Some Graduate 5 = Graduate
12. Position:	1 = Supervisor/ Manager	2 = Communications Operator
13. Tenure w/ Agency:	1 = 0-6 mo. 2 = 6 mo. – 2 yrs 3 = 3 – 5 yrs	4 = 6 – 10 yrs 5 = 10+ yrs
14. Length in Profession:	1 = 0 – 1 yr. 2 = 1 – 5 yrs 3 = 5 – 10 yrs	4 = 10 – 15 yrs 5 = 15+ yrs

- | | | |
|-------------------------|--|--------------------------------|
| 15. Work Status: | 1 = Full-time | 2 = Part-time |
| 16. Work Schedule: | 1 = Days | 2 = Nights 3 = Rotating |
| 17. Overtime per week: | 1 = 0 hrs
2 = 1 – 5 hrs
3 = 6 – 10 hrs | 4 = 11 – 15 hrs
5 = 15+ hrs |
| 18. Solo time per week: | 1 = 0 hrs
2 = 1 – 10 hrs
3 = 11 – 20 hrs | 4 = 21 – 30 hrs
5 = 31+ hrs |

Section II - General Job Satisfaction:

- | | | |
|---|--|---|
| a. Your Job | 1 = Very Satisfied
2 = Satisfied
3 = Neutral | 4 = Dissatisfied
5 = Very Dissatisfied |
| b. Your Supervisor | 1 = Very Satisfied
2 = Satisfied
3 = Neutral | 4 = Dissatisfied
5 = Very Dissatisfied |
| c. Your Pay | 1 = Very Satisfied
2 = Satisfied
3 = Neutral | 4 = Dissatisfied
5 = Very Dissatisfied |
| d. Chances for
career advancement
in the agency in the
future. | 1 = Very Satisfied
2 = Satisfied
3 = Neutral | 4 = Dissatisfied
5 = Very Dissatisfied |
| e. The friendliness &
cooperativeness of your
co-workers | 1 = Very Satisfied
2 = Satisfied
3 = Neutral | 4 = Dissatisfied
5 = Very Dissatisfied |

Section III - Job Performance:

- | | | |
|--|--|--|
| 1. How likely to be recognized for good work? | 1 = No Chance
2 = Small Chance
3 = 50 % Chance | 4 = Quite Likely
5 = Almost a Certainty |
| 2. I am willing to put in extra effort beyond that normally expected . | 1 = No Chance
2 = Small Chance
3 = 50 % Chance | 4 = Quite Likely
5 = Almost a Certainty |
| 3. To what extent do you feel your supervisor has confidence in you? | 1 = No Chance
2 = Small Chance
3 = 50 % Chance | 4 = Quite Likely
5 = Almost a Certainty |
| 4. To what extent does your supervisor show you how to improve your performance? | 1 = No Chance
2 = Small Chance
3 = 50 % Chance | 4 = Quite Likely
5 = Almost a Certainty |
| 5. How much does your agency appreciate the work that you perform? | 1 = No Chance
2 = Small Chance
3 = 50 % Chance | 4 = Quite Likely
5 = Almost a Certainty |

Section IV - Job Security & Training Issues:

- | | | |
|--|--|---------------------------------------|
| 1. I am worried about being fired. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 2. I am concerned about losing my job due to downsizing. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 3. I would like more job-related training to be offered than there is. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 4. I am expected to perform tasks for which I have never been trained. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |

- | | | |
|---|--|---------------------------------------|
| 5. I think that certification of ECO's should be required prior to being hired. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 6. Policies & Procedures affecting my work are communicated adequately. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |

Section V - Managerial Policies/Strategies:

- | | | |
|---|---|--|
| 1. # of written rules & procedures | 1 = Very Few
2 = A Small Number
3 = A Moderate Number | 4 = A Large Number
5 = A Great Number |
| 2. How precisely do these rules & procedures specify how your major tasks are to be done? | 1 = Very General
2 = Mostly General
3 = Somewhat Specific | 4 = Quite Specific
5 = Very Specific |
| 3. Length of training & orientation... | 1 = Less than one month
2 = 1 - 3 months
3 = 4 - 6 months | 4 = 6 months - 1 year
5 = Over 1 year |

Section VI - Job Challenges:

- | | | |
|--|--|---------------------------------------|
| 1. Never have a day off... | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 2. Job gets to me... | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 3. I feel guilty when I take time off from work. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |

4. Feel married to the department...	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
5. Working here leaves little time for other activities.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
6. I feel burned out from my work.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
7. Too many people at my level in the Police Dept. get burned out by job demands.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
8. There are lots of times when my job drives me right up the wall.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
9. I have felt fidgety or nervous as a result of my job.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
10. I spend so much time at work, I can't see the forest through the trees.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
11. Sometimes when I think about my job, I get a tight feeling in my chest.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
12. I have too much work to do and too little time to do it in.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
13. I sometimes dread the phone ringing at home because the call might be job-related.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree
14. My work schedules often conflicts with my family life.	1 = Strongly Agree 2 = Agree 3 = Neutral	4 = Disagree 5 = Strongly Disagree

- | | | |
|---|--|---------------------------------------|
| 15. Because my work is demanding, at times I am irritable at home. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 16. My work takes time that I'd like to spend with my family. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 17. My job makes it hard to be the kind of spouse or parent I'd like to be. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 18. My family dislikes how often I am preoccupied with my work at home. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 19. After work, I come home too tired to do some of the things I'd like to do. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 20. On the job I have so much work to do that it takes away from my personal interests. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 21. The demands of my job make it difficult to be relaxed all the time at home. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |

SECTION VII – Turnover Issues:

- | | | |
|---|---------------------------------|---------------------------------------|
| 1. I often think about quitting my job. | 1 = Strongly Agree
2 = Agree | 4 = Disagree
5 = Strongly Disagree |
| 2. I have thought about leaving this agency and going to work for another agency. | 1 = Strongly Agree
2 = Agree | 4 = Disagree
5 = Strongly Disagree |
| 3. I plan to be with this agency five years from now. | 1 = Strongly Agree
2 = Agree | 4 = Disagree
5 = Strongly Disagree |

- | | | |
|--|--|---------------------------------------|
| 4. Turnover is an important problem in my agency. | 1 = Strongly Agree
2 = Agree
3 = Neutral | 4 = Disagree
5 = Strongly Disagree |
| 5. What is the average turnover rate for your agency per year? | 1 = 0 - 10%
2 = 11 - 20%
3 = 21 - 30% | 4 = 31 - 40%
5 = 41 - 50% |

SECTION VIII – Role Clarity Issues:

- | | | |
|--|--|-----------------------------|
| 1. I know what my responsibilities are. | 1 = Very True
2 = True
3 = Neutral | 4 = False
5 = Very False |
| 2. I do things accepted by one but not by others. | 1 = Very True
2 = True
3 = Neutral | 4 = False
5 = Very False |
| 3. The chain-of-command is clear and well-defined. | 1 = Very True
2 = True
3 = Neutral | 4 = False
5 = Very False |
| 4. I know exactly what is expected of me. | 1 = Very True
2 = True
3 = Neutral | 4 = False
5 = Very False |
| 5. Clear, planned goals and objectives exist for my job. | 1 = Very True
2 = True
3 = Neutral | 4 = False
5 = Very False |
| 6. I feel conflict on what my employer expects me to do and what I think is right. | 1 = Very True
2 = True
3 = Neutral | 4 = False
5 = Very False |
| 7. My supervisor asks for one thing, but really wants another. | 1 = Very True
2 = True
3 = Neutral | 4 = False
5 = Very False |
| 8. I feel certain about how much authority I have. | 1 = Very True
2 = True
3 = Neutral | 4 = False
5 = Very False |

9. I have to do things that should be done differently.	1 = Very True 2 = True 3 = Neutral	4 = False 5 = Very False
10. I receive an assignment without the staff to complete it.	1 = Very True 2 = True 3 = Neutral	4 = False 5 = Very False
11. I know that I have divided my time properly.	1 = Very True 2 = True 3 = Neutral	4 = False 5 = Very False
12. I have to buck a rule or policy in order to carry out an assignment.	1 = Very True 2 = True 3 = Neutral	4 = False 5 = Very False
13. I operate with two or more groups that operate quite differently.	1 = Very True 2 = True 3 = Neutral	4 = False 5 = Very False
14. I work on unnecessary things.	1 = Very True 2 = True 3 = Neutral	4 = False 5 = Very False
15. Explanation is clear of what has to be done.	1 = Very True 2 = True 3 = Neutral	4 = False 5 = Very False
16. I receive an assignment without adequate resources & materials to execute it.	1 = Very True 2 = True 3 = Neutral	4 = False 5 = Very False
17. I receive incompatible requests from two or more people.	1 = Very True 2 = True 3 = Neutral	4 = False 5 = Very False

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Table 10: Descriptive Statistics of Role Clarity Issues

Role Clarity Issues	# of Responses	% of Returns	% Agree/ Strongly Agree	% Disagree/ Strongly Disagree	% Neutral	% Missed	Mean	Std. Deviation
Clear responsibilities:	366	99	95	1	3	1	1.51	0.60
Things accepted by one	365	99	51	24	24	1	2.56	1.14
Chain-of-command	369	99	84	7	8	1	1.82	0.95
Clear expectations exist	367	99	74	6	19	1	1.99	0.89
Clear, planned goals	365	99	47	23	29	1	2.66	1.03
Conflict b/t employer	368	99	31	45	23	1	3.19	1.12
Supervisor requests	369	99	16	60	23	1	3.58	1.02
Authority:	369	99	49	20	30	1	2.61	1.02
Things should be done differently:	369	99	32	30	37	1	2.96	0.96
Tasks w/o Adequate staff :	365	99	19	44	36	1	3.30	0.96
Time properly divided:	365	99	50	12	37	1	2.55	0.87
Buck a rule	367	99	11	57	31	1	3.57	0.86
Operate w/ 2+ groups	368	99	57	21	21	1	2.46	1.10
Unnecessary things:	368	99	22	54	23	1	3.37	1.02
Clear explanations	367	99	48	17	34	1	2.61	0.97
Tasks w/o resources	367	99	18	52	29	1	3.41	0.97
Incompatible requests	367	99	28	31	40	1	3.16	1.01

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4=Disagree 5=Strongly Disagree

Participants were asked if they completed tasks that were accepted by one but not by others. Out of 370, 365 subjects answered this question for a response rate of 98 percent. Fifty-one percent agreed that they did, whereas less than half of that, or 24

percent stated that they did not. Twenty-four of the respondents remained neutral on this subject. The standard deviation was 1.14 and the mean was 2.56.

Fifty-seven percent of the 911 operators surveyed also advised that they worked with two or more groups that operate differently. Twenty-two percent felt that this statement was false and a slightly smaller group of 21 percent answered as neutral. The mean was 2.46 with a standard deviation of 1.10.

When asked if the participants received incompatible requests from two or more people, the results were different. Out of the 367 responses to this question, only 28 percent felt that they did, while 31 percent did not, and a larger portion of 41 percent felt neutral on the subject. This question had a mean of 3.16 and a standard deviation of 1.01.

The 911 operators were asked if they felt conflict between their employer's expectations and what they felt was right and moral. This question received a 99 percent response rate. More than 30 percent felt that they did experience conflict, in contrast to 46 percent who felt that they did not, and 23 percent were neutral. The mean for this question was 3.19 and had a standard deviation of 1.12.

When asked if the 911 operators felt that their supervisor asked for one thing, but really wanted another, the majority of the responses indicated against this. In fact, almost 60 percent concurred that this was not true, with only 16 percent feeling as if they did and 24 percent were neutral. The standard deviation was 1.02 and the mean was 3.58.

A clear and well defined chain-of-command was evident. Eighty-four percent of the participants responded that this did exist in their respective agencies, while only seven

percent felt that it did not, and nine percent abstained from taking a position on the question. The mean was 1.82 and had a standard deviation of only 0.95.

The subjects were asked two questions in regards to receiving tasks. The first looked at whether or not the employee received tasks without adequate staff to accomplish the task. Out of the 369 responses to this question received, 44 percent denied this claim. Less than 20 percent of the responses indicated that the employees did receive tasks without adequate personnel to complete them. More than one-third of the respondents, being 36 percent, were neutral on this matter. The median was 3.30 and the standard deviation was 0.96.

Participants were also asked if they received tasks without the necessary resources to complete them. Again, the majority of the respondents stated that this statement was not true. Fifty-two percent said that they did receive the necessary resources, while 18 percent felt that they did not, and 30 percent remained neutral. The median average was 3.41 and the standard deviation was 0.97.

The 911 operators were asked if they were forced to buck a rule in order to complete an assignment. Again, the majority of the subjects (57 percent) stated they did not. Only 11 percent said that they did have to buck a rule, and the remaining 31 percent neutral on this topic. The mean answer was 3.57 and the standard deviation was 0.86.

The research participants were asked if they felt as if they were required to work on unnecessary things. The majority of the responses did not feel that this was true. Only 22 percent of the subjects did feel that they worked on unnecessary things and a slightly larger portion were neutral. Based upon the results received, 48 percent of the

employees also felt that explanations are clear as to what has to be done and 49.70 percent of the respondents felt that they have divided their time properly during their shifts.

When asked if they believed that he/she did things that should be done differently, the results were fairly equal across the board. Almost one third felt that they did, while slightly less felt that they did not, and 38 percent were neutral on the subject. The response rate was 99 percent, or 369 out of 370 responses, with a mean of 2.96 and a standard deviation of 0.96. This shows inclusive results as to this question.

Cross-Tabulations

Once the descriptive statistics were completed, various cross-tabulations were run using four independent variables taken from the background information. These four variables were agency type, job position, tenure, and marital status. It was believed that according to the previous section, these four variables showed the most significant results overall. The intention of these cross-tabulations was to break down the results to see if there were significant differences between the various groups within each category. Each of the variables was compared against the seven different categories of job satisfaction, turnover issues, job challenges, job performance, training issues, job security, managerial policies & strategies, and role clarity issues. Chi square tests were also performed to determine significant statistics.

To begin, the four variables were cross-tabulated against issues of job satisfaction, including the employees' satisfaction with their job, supervisor, rate of pay, advancement opportunities, and co-workers. Table 11 shows a composite of the results achieved.

Table 11: Cross-Tabulation Analysis Between Job Satisfaction Issues and Background Information

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Job Satisfaction:									
Satisfied/Very Satisfied	79%	79%	88%	77%	82%	69%	82%	80%	78%
Neutral	15	13	10	16	15	19	11	14	16
Dissatisfied/Very Dissatisfied	6	8	2	7	3	12	7	6	6
(N)	(191)	(179)	(60)	(310)	(144)	(83)	(141)	(185)	(185)
Chi square Score	2		6		20			1	
Gamma	0.02		0.28		0			-0.06	
Lambda	0.01		0		0.02			0.01	
Supervisor:									
Satisfied/Very Satisfied	71	63	75	66	69	65	67	71	63
Neutral	18	22	13	21	21	22	19	16	24
Dissatisfied/Very Dissatisfied	11	15	12	13	10	13	14	13	13
(N)	(191)	(178)	(60)	(309)	(144)	(83)	(140)	(184)	(185)
Chi Square Score	1		3		12			12	
Gamma	0.03		0		-0.02			-0.15	
Lambda	-0.12		0.16		0.10			0.01	
Pay:									
Satisfied/Very Satisfied	33	46	43	39	42	38	38	43	36
Neutral	26	26	24	26	32	21	22	23	29
Dissatisfied/Very Dissatisfied	41	28	33	35	26	41	40	34	35
(N)	(191)	(179)	(60)	(310)	(144)	(83)	(141)	(185)	(185)
Chi Square Score	12*		4		38*			13	
Gamma	0.24		0.06		0.1			-0.05	
Lambda	0.05		0		0.04			0.02	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 – 5 yrs.	5+ yrs.	Married	Single
Advancement:									
Satisfied/Very Satisfied	34%	22%	39%	26%	32%	27%	25%	30%	26%
Neutral	38	37	30	39	44	31	34	36	39
Dissatisfied/Very Dissatisfied	28	41	31	35	24	42	41	34	35
(N)	(190)	(179)	(59)	(310)	(144)	(83)	(140)	(184)	(185)
Chi Square Score	11*		4		69*			7	
Gamma	-0.25		0.16		0.18			-0.03	
Lambda	0.05		0.01		0.04			0	
Co-workers:									
Satisfied/Very Satisfied	50	61	63	54	59	47	57	57	54
Neutral	34	29	27	33	28	39	32	31	32
Dissatisfied/Very Dissatisfied	16	10	10	13	13	14	11	12	14
(N)	(191)	(179)	(60)	(310)	(144)	(83)	(141)	(185)	(185)
Chi Square Score	7		6		26			12	
Gamma	0.19		0.08		0.04			-0.07	
Lambda	0.04		0		0.01			0.01	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

When asked about the employees' overall satisfaction with their job, all results showed that regardless of the independent variable, employees were predominately satisfied with their job. The group showing the lowest satisfaction level was those employees with tenure of two to five years. Only 69 percent of the respondents in this group were satisfied with their job and 12 percent were dissatisfied. As seen earlier, this is the same group that seemed to also have the highest level of turnover, indicating that a correlation may exist.

When cross-tabulating the four independent variables to the employees' satisfaction with their rate of pay, less definitive satisfaction levels were observed. Regardless of the category, it should be noted that many employees remained neutral. Groups varied from as little as ten percent and as much as over 38 percent.

In sheriff's offices, 40 percent of the respondents were dissatisfied with their pay as compared to only 33 being satisfied, and 26 percent remaining neutral. In the police departments, statistics were opposite. Here, 46 percent were satisfied with their rate of pay compared to only 28 percent being dissatisfied. Twenty-six percent of police department respondents were neutral on this issue. A significant chi square score was noted for agency type of 12, with a gamma score of 0.24 and lambda score of 0.05.

In comparing management & supervisors to line employees, a greater percentage of managers & supervisors were satisfied with their pay. Forty-three percent of the supervisors were satisfied compared to only 38 percent of the line employees. The rates of dissatisfaction and neutrality for both groups were comparative to each other.

Newer employees, being those with less than two years of time at an agency, showed the greatest satisfaction with their rates of pay. Less than half were satisfied as compared to only one quarter being dissatisfied. When looking at the results of the other two groups, those with two to five years and five or more years were comparable to each other with a slightly higher percentage of each group being dissatisfied with pay rates. The chi square score was 38, with gamma score of 0.1 and lambda of 0.04. The marital status of employees showed an edge in satisfaction for both married and single individuals with 43 and 36 percent, respectively.

For issues of supervisor satisfaction, all groups indicated that, for the most part, they were satisfied with their immediate supervisor. The same held true when participants were asked about their satisfaction with co-workers. Statistical significance for chi square scores of 11 for agency type, with a gamma score of -0.25 and a lambda score of 0.05 . Tenure also had a significant chi square score of 69, with 0.18 for gamma and 0.04 for lambda.

The next area of analysis was cross-tabulating the four independent variables against agency turnover issues. Refer to Table 12 for a breakdown of all the results achieved. When asked if they thought about quitting their job, participants of both the sheriff's offices and police departments responded in the majority of 50 percent and 45 percent, respectively, that they did not think about it often. A significant chi square score of 16 was received, with a gamma score of 0.12 and lambda of 0.05 .

When analyzing all four of the independent variables to responses of whether the employee thought about leaving their current agency for another agency, results were similar to those concerning quitting. Most employees, regardless of position, agency type, tenure, or marital status stated that they had not thought about leaving for another public safety agency. Position showed a chi square score of 14 for intentions to leave for another agency, with gamma and lambda scores of -0.27 and 0.03 , respectively. The group showing a significant "Agree/Strongly Agree" response rate was the 2–5 year tenure group. This group had a response rate of 43 percent stating they didn't contemplate leaving whereas a close 41 percent affirmed that they have. The chi square score was 33 for the category overall, with gamma being 0.05 and lambda 0.03 .

Table 12: Cross-Tabulation Analysis Between Turnover Issues and Background Information

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Quitting:									
Agree/Strongly Agree	33%	36%	32%	35%	29%	37%	40%	37%	32%
Neutral	17	19	20	17	18	22	15	18	17
Disagree/ Strongly Disagree	50	45	48	48	53	41	45	45	51
(N)	(191)	(177)	(60)	(308)	(143)	(82)	(141)	(184)	(185)
Chi Square Score	16*		11*		23			10	
Gamma	0.12		-0.07		-0.07			-0.07	
Lambda	0.05		0.02		0.01			0.01	
Another agency:									
Agree/Strongly Agree	34	29	23	33	27	41	31	30	33
Neutral	12	15	13	13	15	16	9	16	10
Disagree/ Strongly Disagree	54	56	64	54	58	43	60	54	57
(N)	(191)	(177)	(60)	(308)	(143)	(82)	(141)	(184)	(184)
Chi Square Score	2		14*		33*			12	
Gamma	-0.05		-0.27		0.05			0.04	
Lambda	0.01		0.03		0.03			0	
5 years from now:									
Agree/Strongly Agree	51	50	68	47	51	44	54	52	49
Neutral	31	30	15	34	32	39	25	31	31
Disagree/ Strongly Disagree	18	20	17	19	17	17	21	17	20
(N)	(191)	(177)	(60)	(308)	(143)	(82)	(141)	(184)	(184)
Chi Square Score	11*		21*		24			15	
Gamma	-0.01		0.34		-0.01			-0.08	
Lambda	0.06		0.05		0.04			0.02	
Turnover is issue:									
Agree/Strongly Agree	87	62	83	74	68	77	81	73	77
Neutral	11	23	12	17	22	13	14	20	14
Disagree/ Strongly Disagree	2	15	5	9	10	10	5	7	9
(N)	(186)	(172)	(58)	(300)	(136)	(81)	(139)	(181)	(177)
Chi square sig.	37*		3		42*			11	
Gamma	-0.45		0.22		-0.18			0.01	
Lambda	0.12		0		-0.18			0.01	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

When breaking the responses down by job position, similar results were achieved. Forty-eight percent of both managers and line employees said that they did not think about quitting. A chi score of 11 was received, indicating significance, with gamma of -0.07 and lambda of 0.02 . Results were also high for both tenure and marital status categories showing that they too, did not often think about quitting their job.

When looking at responses of whether or not employees planned on remaining with their respective agencies for the next five years, data was supportive of the first two categories. Significant chi square scores were 11 for agency type and 21 for job position. Overall, each grouping showed a stronger tendency to want to remain with their current agency than those planning on leaving in the foreseeable future. Due to the difficulty in actually predicting the future, it was noticed that a larger percentage was neutral on this issue except for managers. This group responded with a rate of 68 percent that they do plan on staying for the next five years. Only 17 percent said they don't plan on staying and the remaining 15 percent were neutral. Seventy-three percent of the managers and supervisors were between the age of 26 and 45, which may have contributed to these results. It should be noted that no manager or supervisor was under the age of 26.

Lastly, when looking at whether all employees, including both managers and supervisors, felt that turnover was an important issue in their agency, statistics overwhelmingly proved positive. While employees found difficulty in advising what their agencies' rate of turnover was, the majority felt that this issue was significant. This disputes the findings from the first three categories concerning turnover intentions. The chi square score of 37 was significant for agency type, with a gamma score of -0.45 and

lambda score of 0.12. Tenure had a significant chi square score of 42, with a gamma score of -0.18 a lambda score of 0.02.

Job challenge issues were the next section cross-tabulated with background information. Refer to Table 13 for a breakdown of the results achieved. When analyzing stress factors and influences, most participants did not show a tendency to be suffering from an extreme amount of stress caused from their job. For many of the cases, the rates between those that agreed were comparable to those that disagreed. However, there was some significant data observed in certain cases, which could have an impact on turnover intentions and job satisfaction.

When looking at whether or not employees felt as if they never a day off, the majority of all disagreed. A significant chi score of 10 was received with gamma being -0.2 and lambda being 0.03. Half of the communication managers and supervisors felt, at times, as if they were married to the department, compared to only 28 percent who said they did not. 911 line operators were reversed in this area, with only 30 percent feeling this way and a greater number, 45 percent not feeling married to the department.

A significant chi score of 13 was received when cross tabulating job position to whether employees feel guilty taking time off from work. The gamma score was 0.17 and the lambda score was 0.01. Forty-three percent of managers agreed while 25 percent disagreed. On the other hand, 38 percent agreed while 46 percent disagreed.

Half of the managers surveyed felt married to the department where only 28 percent of the line employees said that they did. A significant chi square score of 11 was recorded with gamma of -0.20 and lambda of 0.02. In addition, a significant chi score of

45 was also noted when cross-tabulated with tenure. More than half of those employees with less than two years tenure did not feel married to the department, whereas 45 percent of those with two to five years' tenure said that they did. Those with more than five years were almost even.

Next, when analyzing data on whether or not employees felt burned out from work, mixed answers were noted through all four independent variables. Primarily, the percentage of respondents who felt burned out from work was very close to the percentage that did not. When looking at tenure, an overwhelming one half of those with less than two years did not feel burned out from work, whereas those with more than two years with an agency gave a response of 43 percent of feeling burned out. The gamma score was -0.21 and lambda was 0.06 , with a significant chi square score of 50. This factor may be induced by these employees having to cover vacant shifts due to turnover and more responsibilities placed upon them.

In direct opposition, all of the cross-tabulation variables showed a high percentage rate when asked if they felt that too many others burned out from this job. Values ranged from 54 up to 73 percent in agreeing on this issue. The only significant chi square score detected was 41 for tenure, with a gamma score of -0.05 and lambda 0.01 .

Table 13: Cross-Tabulation Analysis Between Job Challenge Issues and Background Information

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Never have a day off:									
Agree/Strongly Agree	38%	25%	37%	31%	30%	33%	34%	32%	32%
Neutral	20	24	30	20	15	29	25	20	23
Disagree / Strongly Disagree	42	51	33	49	55	38	41	48	45
(N)	(190)	(177)	(60)	(307)	(143)	(82)	(140)	(183)	(184)
Chi Square Score	10*		6		31			14	
Gamma	-0.20		0.15		-0.08			0.03	
Lambda	0.03		0.02		0.02			0	
Job gets to me:									
Agree/Strongly Agree	37	35	50	33	26	39	45	32	40
Neutral	19	24	17	22	21	20	23	23	20
Disagree / Strongly Disagree	44	41	33	44	53	41	32	45	40
(N)	(191)	(177)	(60)	(308)	(143)	(82)	(140)	(184)	(184)
Chi Square Score	4		7		26			9	
Gamma	0.05		0.20		0.06			0.08	
Lambda	0.03		0.03		-0.17			0.01	
Taking time off:									
Agree/Strongly Agree	36	44	43	38	39	41	39	39	40
Neutral	19	16	32	16	18	12	22	16	21
Disagree / Strongly Disagree	45	40	25	46	43	47	39	45	39
(N)	(191)	(176)	(60)	(307)	(143)	(81)	(141)	(184)	(183)
Chi Square Score	3		13*		20			9	
Gamma	0.11		0.17		0.03			0.03	
Lambda	0.03		0.01		0.03			0.01	
Married to department:									
Agree/Strongly Agree	31	37	50	30	21	45	38	28	39
Neutral	25	23	22	25	24	26	22	29	21
Disagree / Strongly Disagree	44	40	28	45	55	29	40	43	40
(N)	(189)	(176)	(60)	(305)	(142)	(82)	(139)	(182)	(183)
Chi Square Score	2		11*		45*			17	
Gamma	.08		.29		-.14			.08	
Lambda	.02		.02		.08			.01	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
No time for other activities:									
Agree/Strongly Agree	43%	41%	43%	42%	38%	45%	45%	39%	45%
Neutral	22	23	30	21	21	22	24	23	22
Disagree /Strongly Disagree	35	36	27	37	41	33	31	38	33
(N)	(191)	(177)	(60)	(308)	(143)	(82)	(141)	(184)	(184)
Chi Square Score	1		5		18			7	
Gamma	-0.02		0.09		-0.07			0.06	
Lambda	0		0.01		0.02			0.02	
Burned out:									
Agree/Strongly Agree	35	32	40	32	20	43	43	34	34
Neutral	26	30	27	29	30	26	27	24	31
Disagree / Strongly Disagree	39	38	33	39	50	31	30	42	35
(N)	(190)	(176)	(60)	(306)	(143)	(81)	(140)	(182)	(184)
Chi Square Score	6		3		50*			8	
Gamma	0.01		0.08		-0.21			0.04	
Lambda	0.05		0.01		0.06			0.02	
Others burn out:									
Agree/Strongly Agree	65	57	66	60	54	73	62	64	59
Neutral	21	26	20	24	27	17	22	21	25
Disagree/Strongly Disagree	14	17	14	16	19	10	16	15	16
(N)	(190)	(174)	(59)	(305)	(142)	(82)	(138)	(181)	(183)
Chi Square Score	5		2		41*			15	
Gamma	-0.10		0.02		-0.05			-0.08	
Lambda	0.03		0		0.01			0	
Job drives me up wall:									
Agree/Strongly Agree	51	53	55	52	44	54	60	52	53
Neutral	19	20	18	19	21	20	16	16	21
Disagree/Strongly Disagree	30	27	27	29	35	26	24	32	26
(N)	(191)	(177)	(60)	(143)	(308)	(82)	(141)	(184)	(184)
Chi Square Score	1		2		24			9	
Gamma	0.05		0.01		-0.11			0.06	
Lambda	0		0		0.02			0	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Felt fidgety:									
Agree/Strongly Agree	36%	29%	37%	31%	31%	28%	35%	31%	34%
Neutral	20	24	23	23	20	21	27	22	22
Disagree/Strongly Disagree	44	47	40	46	49	51	38	47	44
(N)	(191)	(177)	(60)	(308)	(143)	(82)	(141)	(184)	(184)
Chi Square Score	4		3		14			15	
Gamma	-0.05		0.06		-0.07			0.02	
Lambda	0.02		0		0.01			0	
Forest thru trees:									
Agree/Strongly Agree	24	19	30	20	17	22	25	19	23
Neutral	29	26	32	27	23	27	35	29	28
Disagree/Strongly Disagree	47	55	38	53	60	51	40	52	49
(N)	(190)	(177)	(60)	(307)	(143)	(81)	(141)	(183)	(184)
Chi Square Score	4		5		32*			8	
Gamma	-0.10		0.22		-0.13			0.05	
Lambda	0.30		0.01		0.03			0.01	
Tightness in chest:									
Agree/Strongly Agree	19	18	23	17	16	23	17	19	18
Neutral	16	20	24	17	13	16	26	19	17
Disagree/Strongly Disagree	65	62	53	65	71	61	57	62	65
(N)	(191)	(176)	(60)	(307)	(143)	(82)	(140)	(183)	(184)
Chi Square Score	4		6		25			7	
Gamma	-0.02		0.17		-0.06			-0.07	
Lambda	0.03		0		0.02			0	
Too Much Work:									
Agree/Strongly Agree	25	28	53	21	16	26	37	25	28
Neutral	32	28	32	30	27	30	32	31	29
Disagree/Strongly Disagree	43	44	15	49	57	44	31	44	43
(N)	(191)	(177)	(60)	(308)	(143)	(82)	(141)	(184)	(184)
Chi Square Score	2		40*		37*			14	
Gamma	0.01		0.59		-0.24			0.03	
Lambda	0.02		0.04		0.05			0.01	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Dread phone ringing:									
Agree/Strongly Agree	34%	41%	50%	35%	22%	47%	48%	40%	34%
Neutral	12	13	13	12	11	15	13	12	14
Disagree/Strongly Disagree	54	46	37	53	67	38	39	48	52
(N)	(190)	(176)	(60)	(306)	(143)	(81)	(140)	(183)	(183)
Chi Square Score	2		7		50*			13	
Gamma	0.11		0.25		-0.24			-0.07	
Lambda	0.02		0.01		0.04			0	
Schedule conflict:									
Agree/Strongly Agree	52	57	58	54	50	57	57	55	54
Neutral	22	17	20	19	23	15	18	20	19
Disagree/Strongly Disagree	26	26	22	27	27	28	25	25	27
(N)	(191)	(177)	(60)	(308)	(143)	(82)	(141)	(184)	(184)
Chi Square Score	1		1		17			12	
Gamma	0		0.07		-0.06			-0.06	
Lambda	0.05		0		0.02			0.01	
Irritable at home:									
Agree/Strongly Agree	49	47	47	48	38	63	49	51	45
Neutral	20	22	23	21	23	16	23	21	21
Disagree/Strongly Disagree	31	31	30	31	39	21	28	28	34
(N)	(190)	(177)	(60)	(307)	(143)	(81)	(141)	(184)	(183)
Chi square Score	1		1		28			7	
Gamma	-0.03		0.01		-0.13			-0.08	
Lambda	0.01		0		0.03			0	
Time w/ family:									
Agree/Strongly Agree	52	54	58	51	47	59	54	52	54
Neutral	16	26	24	21	19	19	25	24	18
Disagree/Strongly Disagree	32	20	18	28	34	22	21	24	28
(N)	(190)	(177)	(60)	(307)	(143)	(82)	(140)	(184)	(183)
Chi Square Score	8		3		20			6	
Gamma	0.09		0.13		-0.10			-0.01	
Lambda	0.03		0		0.0			0	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05

	Agency Type		Job Position		Tenure			Marital Status	
	S.O.	P.D.	Manager/ Supervisor	Line Employee	<2 yrs.	2 - 5 yrs.	5+ yrs.	Married	Single
Spouse:									
Agree/Strongly Agree	40%	43%	42%	42%	37%	46%	44%	49%	34%
Neutral	28	25	25	26	27	24	27	21	32
Disagree/Strongly Disagree	32	32	33	32	36	30	29	30	34
(N)	(188)	(175)	(60)	(303)	(141)	(81)	(140)	(184)	(179)
Chi square Score	1		2		18			22*	
Gamma	0.02		0.02		-0.08			-0.15	
Lambda	0.01		0		0.02			0.06	
Preoccupied at home:									
Agree/Strongly Agree	18	22	27	18	16	23	21	21	18
Neutral	28	23	26	26	22	26	30	24	28
Disagree/Strongly Disagree	54	55	47	56	62	51	49	55	54
(N)	(191)	(176)	(60)	(307)	(143)	(82)	(140)	(184)	(183)
Chi Square Score	2		3		22			10	
Gamma	0.02		0.15		-0.08			-0.02	
Lambda	0.01		0		0.01			0	
Too tired at home:									
Agree/Strongly Agree	63	67	63	65	61	74	64	66	64
Neutral	18	19	24	18	18	13	23	17	20
Disagree/Strongly Disagree	19	14	13	17	21	13	13	17	16
(N)	(191)	(176)	(60)	(307)	(142)	(82)	(141)	(184)	(183)
Chi Square Score	2		2		24			5	
Gamma	0.08		-0.03		-0.08			-0.01	
Lambda	0.01		0		0.01			0	
Personal interests:									
Agree/Strongly Agree	19	22	35	18	11	26	28	20	21
Neutral	31	29	30	30	32	26	29	30	30
Disagree/Strongly Disagree	50	49	35	52	57	48	43	50	49
(N)	(191)	(176)	(60)	(307)	(142)	(82)	(141)	(184)	(183)
Chi Square Score	1		12*		31*			5	
Gamma	0.01		0.29		-0.14			0.01	
Lambda	0.01		0		0.04			0	

Note: 5-level likert scale measurement 1=Strongly Agree 2=Agree 3=Neutral 4= Disagree 5=Strongly Disagree

* Indicates statistical significance < .05