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Christine N. Bannon

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Review Committee

Dr. Cherry Sawyer, Committee Chairperson, Psychology Faculty
Dr. Shannan Simms, Committee Member, Psychology Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
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Abstract

Exploring Leadership Communication Strategies for Supporting Telework Employee
Services Productivity and Job Satisfaction

by

Christine N. Bannon

PhD, Capella University, 2017

MS, Argosy University, 2015

BS, Argosy University, 2011

Doctoral Study Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Psychology in Behavioral Health Leadership

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Abstract

The practice problem centered on the need for organizations to implement effective leadership communication strategies that can support teleworking employees' job satisfaction and service productivity. In this qualitative case study, the significance of effective communication strategies between a behavioral health leader (BHL) and her employees in a telework setting was explored. The aim was to enhance service productivity and employee satisfaction in a behavioral health organization located in the southeastern region of the United States. The Baldrige Framework was used to assess and improve organizational performance, including leadership communication strategies. Data were gathered through multiple interviews with BHLs for 9 months and archival data. Findings indicated that effective communication, leadership, barriers, social isolation, time management, discipline, supportive workplace, and balance can support teleworking employees' job satisfaction and service productivity. The results can inform leaders and organizations on effective communication with remote employees and the strengths and limitations of different strategies. Recommendations should be developed and implemented strategically over 6 months to 1 year. This study contributes to positive social change by establishing organizational structures, quality improvement objectives, and effective communication practices to enhance service productivity and employee satisfaction in telework settings while promoting compliance expectations.

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Table of Contents

List of Tables	v
List of Figures	vi
Section 1a: The Behavioral Health Organization	1
Introduction.....	1
Background	2
Practice Problem	3
Purpose Statement.....	4
Significance.....	5
Summary	7
Section 1b: Organizational Profile.....	13
Introduction.....	13
Organizational Profile and Key Factors.....	14
Organizational Background	14
Factors of Strategic Importance	15
Treatment Offerings and Services	18
Strategic Direction, Mission, Vision, Values.....	19
Governance and Structure.....	20
Organizational Context	20
Summary	22
Section 2: Approach–Leadership Strategy and Background and Assessment.....	24
Introduction.....	24

Supporting Literature	25
Issues That Can Affect Relationships in Remote Teams.....	27
Organizational Factors Contributing to Job Satisfaction and Services	
Productivity in BHOs.....	31
Telehealth Benefits	35
Sources of Evidence.....	36
Assessment and Collection	37
Analysis Strategy	37
Assessment and Leadership Strategy.....	39
Clients/Population Served.....	39
Analytical Strategy.....	40
Operational Data and Archival	40
Evidence Generated for the Doctoral Study	40
Participant	42
Procedures.....	42
Summary and Transition.....	44
Section 3: Measurement, Analysis, and Knowledge Management Components of	
the Organization.....	45
Introduction.....	45
Analysis of the Organization	46
Supportive Workforce Environment.....	46
High-Performance Work Environment.....	47

Design, Management, and Improvement of Key Services and Work	
Processes	50
Knowledge Management	51
Measurement, Analyzes, and Improvement of Organizational Performance	51
Knowledge Assets, Information, and Information Technology	
Infrastructure	52
Summary	54
Section 4: Results—Analysis, Implications, and Preparation of Findings	56
Introduction.....	56
Sources of Evidence.....	60
Analysis, Results, and Implications	61
Triangulation.....	64
Comparing and Contrasting Three Leadership Communication Styles	68
Themes with Associated Key Words and Phrases	74
Analysis of Client Programs, Services, and Effectiveness of New Initiatives	76
Emerging Theme 1: Effective and Clear Communication.....	76
Emerging Theme 2: Developing Policies, Regulations, and Guidelines	77
Emerging Theme 3: Clear Expectations	78
Emerging Theme 4: Expectations Working from Home	79
Emerging Theme 5: Work-Life Balance.....	80
Emerging Theme 6: Recruit and Retain Employees.....	83
Summary	84

Section 5: Recommendations and Conclusions	85
Introduction.....	85
Recommendations.....	85
Resolution and Integrity in the BHO	86
Invest in the Workforce	86
Financial and Marketplace Recommendations	88
Individual, Organizational and Community Impact	93
Strengths of the Improved Communication Strategies	97
Limitations of the Improved Communication Strategies.....	98
Recommended Implementation	105
Phase 1	106
Phase 2	109
Phase 3	110
Phase 4	111
Phase 5	112
Phase 6	112
Phase 7	113
Further Recommendations	113
Dissemination Plan	117
Summary.....	117
References.....	118

List of Tables

Table 1. Databases and Search Terms	26
Table 2. Timeframe for Implementing Recommendations.....	106

List of Figures

Figure 1. Word Frequency Word Cloud 62

Figure 2. Associated Themes with Key Words and Phrases 67

Section 1a: The Behavioral Health Organization

Introduction

In the Southeastern United States, Organization Y is one of many behavioral health organizations (BHO) that provides mental health counseling. Organization Y has a sole owner /behavioral health leader [BHL] that handles all administrative functions, including billing, reimbursing, and providing mental health services to clients. The organization was established in 2017 to provide coaching and life skills counseling for teenagers and young adults of the Christian faith and their families. Service offerings include 30-minute consultations as initial sessions and then 45- or 50-minute individual, group, and family psychotherapy sessions. Clients and their families can choose between the type of sessions. The primary focus of Organization Y is to help clients with challenges in life transitions—teenagers’ life changes, multifamily households, and transitioning into their faith—and develop helpful solutions. Therefore, it is important to understand effective communication strategies between BHL and the employees.

During the COVID-19 pandemic, face-to-face personal services shifted to virtual online services for many BHOs. In addition, changes in business operations, technology, and communications made service provisions more difficult. For Organization Y, productivity and employee satisfaction were the two areas most affected by the operational change (BHL, personal communication, January 2023). In-person meetings and communication strategies were more cohesive before the COVID-19 pandemic, as the BHL felt more connected and respected by her employees. However, the in-person communication strategies no longer existed once they began teleworking, which affected

job satisfaction and service productivity. Based on these examples, it is recommended that the BHL implement effective communication strategies for Organization Y's post-COVID-19 virtual online workplace.

Background

The BHO was established in 2017 as a for-profit Christian faith-based counseling center serving teenage females and mature women of the Christian faith and their families. The owner of Organization Y and staff originally occupied office space in a downtown area but closed this office during the COVID-19 pandemic and switched to 100% telehealth operations. This switch resulted in a reduction of staff from 10 to two clinical mental health counselors. In addition, a virtual assistant was hired to schedule and cancel appointments and set up payment plans for the organization's services.

The BHL and counselors are certified in life coaching and solution-focused brief therapy (SFBT). Organization Y serves 25 to 45 clients per week. Services are provided to private-paid clients only. Depending on the type of service provided, fees or services range from \$100–\$250 per session. Zelle, Cash App, PayPal, and other online payments are accepted. Clients receive super bills to submit to their cover providers for repayment. The BHL has plans to expand the organization's mental health support services to include addiction/substance abuse treatment in the faith community by 2024 (BHL, personal communication, September 20, 2022); therefore, it is critically important that effective communication strategies for the virtual workplace are in place.

Practice Problem

The practice problem centers on the need for organizations to implement effective leadership communication strategies that can support teleworking employees' job satisfaction and service productivity. To address this practice problem, organizations can start by evaluating their current communication strategies and identifying areas where improvements can be made. Additionally, organizations should develop proper strategies to support employees during organizational changes related to teleworking.

It is important for organizations to establish clear lines of communication and ensure that teleworking employees receive sufficient support, trust, and autonomy from their supervisors (Ansar et al., 2019). Research has indicated that a democratic and nonauthoritarian leadership approach is best suited for teleworking employees, particularly in terms of focusing on relationships rather than just BHL (Ghani et al., 2022; Ansar et al., 2019). The lack of effective communication strategies can affect job satisfaction, organizational sustainability, and financial costs (Ghani et al., 2022ⁱ). Therefore, the BHL believes that more effective communication strategies are needed to reduce her employees' perceived lack of productivity and job satisfaction. In addition, concerns about the existing communication strategies have impacted service productivity and employee satisfaction; these are the problems at Organization Y. The following practice-focused research questions, which reflect the concerns identified by the BHL during a preliminary interview, are as follows:

RQ1: How might Organization Y's BHL communicate more effectively with telework employees?

RQ2: What communication strategies could be implemented to improve job satisfaction and productivity among telework employees at Organization Y?

Researchers have studied how virtual teams can communicate more efficiently, especially regarding worker job satisfaction and productivity in BHOs (Anggapradja, 2022). Therefore, working with the BHL to address communication strategies in Organization Y benefits the organization. In this case study, I explored current communications strategies between the BHL and the BHO's employees that could be improved to enhance service productivity and job satisfaction among these employees.

Purpose Statement

In the projected case study, I explored how Organization Y's BHL, and employees can communicate more effectively to support their service productivity and job satisfaction. I applied the concepts presented in the Baldrige framework (National Institute of Standards and Technology [NIST], 2021) as a foundation to examine the data collected about the current communication strategies at Organization Y. The Baldrige framework guides organizational performance assessment by concentrating on the following criteria: strategy; leadership; measurement; knowledge management; customers; analysis; workforce; operations; and results (NIST, 2021). Effective communication strategies of Organization Y fall into the category of knowledge management, operations, and customer strategies in the Baldrige framework of nonprofit leaders' external communication strategies.

The purpose of this critical analysis was to explore effective leadership communication strategies that support teleworking employee job satisfaction and service

productivity. I used data collected from the initial information-gathering meeting with the BHL, secondary information sources, mission statements, purpose statements, vision statements, strategic plans, accountability procedures and forms, employee reviews and exit interviews. Additionally, documentation on hiring processes and auditing procedures was requested from the BHL. The goal was to identify successful communication strategies that can improve productivity while supporting job satisfaction for teleworkers. Ultimately, with the results of this study I aimed to provide a template for improved communication between managers and teleworkers to enhance performance and satisfaction in the workplace. The critical analysis was focused on identifying leadership communication strategies that can help organizations effectively support their teleworking employees. By providing evidence-based recommendations for leaders to communicate with teleworkers effectively, I sought to support organizational transformation towards flexible and remote work arrangements. Research on telework has identified several factors that can influence employee satisfaction and productivity, including leadership commitment to telework, performance-oriented culture, communication skills of supervisors, and worker autonomy (Contreras et al., 2020). Previous studies have mainly focused on attitudinal or causal variables associated with computer technology, such as job satisfaction, performance, technostress, leadership behavior, and employee engagement.

Significance

The significance of this qualitative case study was to explore how effective communication strategies between the BHL, and her employees may enhance service

productivity and employee satisfaction at Organization Y. Telework is becoming the preferred behavioral health modality, flexibility, and opportunities for individuals whose employment options might be constrained by travel, scheduling, family obligations, and disabilities (House et al., 2022; Ronen & Donia, 2020). This shift has changed all aspects of the workplace from in-person to solely telework, including communications systems and, specific to the proposed study, how leaders and employees communicate (Ulfert et al., 2022). Work-from-home arrangements have become increasingly important for work organizations. In this context, teleworking forced workers to work from home, interact and communicate virtually. Moreover, Ulfert et al.'s (2022) analysis of telework has shown that online telecommunication strategies can lead to technology burnout, resulting in a lack of human connection between the BHL and her employees. Thus, leader and employee communications during technology overload can negatively influence service productivity and job satisfaction (Adeinat et al., 2019) because of ineffective communication strategies.

Developing a greater understanding of the role of effective communication strategies in organizational cohesiveness and supporting telework employees' productivity and job satisfaction may also help inform other organizations' transitions to teleworking as a communication norm (Rodríguez et al., 2022). The analysis of this new teleworking communication norm may be aligned with the Baldrige framework in the study's data analysis (Xie et al., 2022). I used the Baldrige framework to help identify and address concerns related to job productivity and the impact of communication strategies between the BHL and her employees. The results from the proposed case study

may suggest effective communication strategies for the BHL and Organization Y's employees, contributing to improved employee productivity and job satisfaction among the BHL and her employees.

This qualitative case study's results may contribute to effective communication strategies by identifying factors supporting teleworker productivity and job satisfaction and how leaders and employees can communicate more effectively to support organizational cohesion (NIST, 2021). In addition, enhanced communication that builds this cohesiveness between the BHL and Organization Y's employees may help the BHL better understand the factors affecting service productivity and job satisfaction, which may ultimately help support Organization Y's goals for future expansion.

Summary

Organization Y is a for-profit BHO in the Southeastern United States that provides mental health counseling, family counseling, case management support, and therapeutic group therapy for teenagers and young adults of the Christian faith and their families. The organization is owned and operated by the BHL. The BHL and two other mental health counselors provide life skills training, workshops on parent-child relationships, peer interactions, conferences, and faith-based parental counseling. All services are provided virtually. Effective communication strategies can help employee productivity and job satisfaction, essential for effective service delivery and enhanced staff health and well-being. The lack of effective communication strategies can affect job satisfaction and productivity (Luckey, 2021). The practice problem identified concerns of ineffective communication strategies between BHL and her employees, which BHL

believes has resulted in lower service productivity and job satisfaction. Therefore, BHL believes that more effective communication strategies between herself and her employees are needed to reduce a perceived lack of productivity and job satisfaction among her employees, which will cause a social change impact.

Social impact change is defined as the positive effects that a particular action or intervention can have on society. Social impact change refers to the intended consequences of a particular action or intervention that can result in beneficial outcomes for society. This can include improvements in the social well-being of a specific community or population group, changes in attitudes towards issues, and advancements in technology that improve people's lives. When applied to telehealth, social impact change refers to the benefits that telehealth services and technology can provide for patients. Indicators of the socioeconomic impact of telehealth need to be developed, as studies have shown that assessing only feasibility or cost is insufficient. Measuring the effects of telehealth on health status, outcomes, practice patterns, patient management and health system resources are important indicators of social impact change associated with telehealth (Van Citters et al., 2021). Moreover, research has shown that people's and healthcare providers' views and intentions significantly influence their utilization of telehealth services, while social, cultural, economic, and environmental factors also play a key role in shaping people's decisions to use telehealth-care services. Van Citters et al., (2021) suggested that an example have shown that the key advantage of providing telehealth access to care for marginalized communities can be negated by affordability barriers or other technological challenges. It is important to acknowledge the potential

benefits of telehealth in reaching hard-to-reach areas, such as rural settings (Pardoel et al., 2021). In the context of job satisfaction and service productivity, social impact plays a crucial role in determining the overall well-being of employees and their ability to effectively perform their duties. Research has shown that job satisfaction can act as a determinant of an individual's health and well-being level, which impacts service productivity. Low job satisfaction can lead to decreased productivity and a decline in organizational performance (Van Citters et al., 2021).

Moreover, in telehealth in behavioral health organizations, social impact can play a critical role. Perceptions of organizational and social support have a direct impact on occupational well-being, which influences job satisfaction (Pardoel et al., 2021). Studies have revealed that job satisfaction is strongly linked to mental health, depression, and social behavior in an organization. Furthermore, in the context of telehealth, job satisfaction among health professionals working in BHL can have a significant impact on service productivity. In the behavioral health sector, job satisfaction is highly associated with quality of services and patient satisfaction (Cucolaş, & Russo, 2023). Telehealth services can provide increased opportunities for multi-clinician consultations, leading to an increase in interdisciplinary learning and supportive alliances during patient care.

Collaboration and support from the BHL, facilitated by telehealth technology, could lead to a more positive work environment and increased job satisfaction and services productivity in Organization Y. The BHL can assist and support the increase of job satisfaction which in turn can lead to better service productivity as the employees are likely to be more engaged and motivated in their work, resulting a better social outcome

(see House et al., 2022). In addition, telehealth placements in BHL can also positively impact job satisfaction by providing increased opportunities for professional development and reduced workload and stress levels (Bacon et al. 2022). Bacon et al. (2022) found that telehealth users in rural and remote areas reported improved continuity of care and high levels of trust and satisfaction. However, the introduction of telehealth services may have had unintended impacts on job satisfaction and motivation among mental health providers. Therefore, it is important for Organization Y programs planning to incorporate telehealth into service delivery to consider the effect of such a change on job satisfaction and services productivity as a motivation among employees and the BHL.

Furthermore, the adoption of teleworking can improve service productivity and work/job satisfaction among employees. Research supports the notion that teleworking can improve work/job satisfaction and productivity in employees (Pongton & Suntrayuth, 2019). The dramatic increase in teleworking has allowed firms to lower costs by reducing expenditure on office space and traveling. Additionally, evidence suggests that teleworking increases employee retention rates and decreases job attrition rates (Debnath, 2023). This is particularly true when employees' needs and telework motivations are fulfilled. Prior work on teleworking has discussed a wide range of issues such as work-life boundary management, advantages, and disadvantages of teleworking, and technological impact on teleworking (Debnath, 2023). Therefore, it is important for employers like BHL to explore and understand these factors while adopting teleworking practices in their organizations. Moreover, positive outcomes such as improved

organizational loyalty and belonging, as well as the attraction of new employees, often top the list of advantages of teleworking.

However, it is important to approach teleworking as a complementary strategy rather than a standalone solution. In contemporary times, telework should not be studied along any single factor or element, but rather in relation to varying working practices in general. Overall, teleworking can positively impact social change by improving employee work/job satisfaction and productivity (Davis, 2023). Employers should approach teleworking as a complementary strategy, acknowledging that effective communication and proper management practices are crucial in ensuring its success (Davis, 2023) In conclusion, the adoption of teleworking in organizations should be based on an understanding of its advantages and disadvantages, as well as its potential impact on employee motivations and needs.

I investigated the factors contributing to a perceived lack of employee services productivity and job satisfaction at Organization Y and how communications strategies might be improved to provide more effective support for both areas. The findings of this case study may be used to create a plan of action for more effective communication strategies between BHL and her employees. Using the information provided, I developed a detailed guide for Organization Y on applying effective communication strategies to improve service productivity and employee job satisfaction. In addition, I explored how more effective communication strategies may help Organization Y to expand its services to include addiction/substance abuse treatment in the faith community by 2024. In Section 1bI apply concepts from the Baldrige excellence framework (see NIST, 2021) to

discuss the organization's service productivity and job satisfaction. Section 1b also discusses Organization Y's structure and background. The organization's structure and background are discussed to increase awareness of the need for more effective communication strategies related to service productivity and job satisfaction.

Section 1b: Organizational Profile

Introduction

The practice problem involves exploring effective communication strategies between the BHL and her employees. After Organization Y closed its office during the COVID-19 pandemic and shifted to 100% virtual services, a perceived lack of effective communication strategies between the BHL and her employees resulted in a lack of service productivity and job satisfaction.

The following research questions guided this study:

RQ1: How might Organization Y's BHL communicate more effectively with telework employees?

RQ2: What communication strategies could be implemented to improve job satisfaction and productivity among telework employees at Organization Y?

The lack of effective communication strategies can affect job satisfaction and organizational sustainability (see McNamara, 2006). The BHL believes that more effective communication strategies between herself and her employees are needed to reduce a perceived lack of productivity and job satisfaction among her employees. In this qualitative case study, I explored the need for a more cohesive environment in the telework workplace. The BHO's profile, background, context, and critical factors were examined to assess and identify fundamental conflicts and resolutions regarding the communication strategies at Organization Y (see NIST, 2021). According to the BHL, the leadership reputation of being tough and a no-nonsense leader is what she prides herself on. The research questions were used to explore how communications strategies

affect the BHO's leadership role and improve service productivity and employee satisfaction.

In Section 1b, I will discuss the context and background of Organization Y's organizational profile and critical factors of strategic importance for the study:

Organizational Profile and Key Factors

The host BHO in this qualitative case study is a for-profit, self-owned mental health organization. It is owned and operated by the BHL. The BHO has a formal mission, vision, and value statement but does not have a board of directors or partnership. The BHO has three employees: the BHL, and two clinical mental health counselors. The BHL covers all the management duties and payroll/billing.

The BHL stated that although they follow all state and federal laws and regulations, the BHO needs to have written policies followed by employees. (Communication with BHL, 2022). BHL also stated that they comply with state audits when collecting payments and client data. If an employee has a conflict, she will quote the federal laws.

Organizational Background

The BHO has a networking relationship with other agencies and services in the area. The BHL reported that BHO gets referrals from individuals without insurance who can only pay privately. BHL partners with the local community center to provide faith-driven after-school group counseling for a small fee. The BHL communicates to all counselors that they must adhere to the regulations and state licensing standards. She also oversees and communicates to her staff all aspects of clinical practices, billing, clients'

files accountability, and financial aspects of the organization. An in-depth study will help gain insight into how the BFL may improve the current effective communication strategies to positively impact the BHO's mission, vision, communication, and leadership styles.

Factors of Strategic Importance

Two key organizational factors of strategic importance to Organization Y are centralized leadership and a small staff. BHL owns and operates the organization; therefore, her motivation to run the business successfully with effective communication, including improving and supporting employee satisfaction and productivity, is high. In addition, MacGillivray (2018) suggested that a small business is often more stable because of economies in accounting, problem-solving, employment, and control. Therefore, the effective communication of best practices in these areas is vital to the success of Organization Y, leading to improved service productivity and job satisfaction.

Offering services only via telehealth is another factor of strategic importance for Organization Y. When telehealth became more widely employed because of the COVID-19 pandemic, the main concern was maintaining social distancing, safety, and professionalism. As a result, the BHL decided to take advantage of advanced technology and permanently close the organization's office. In addition, Organization Y decided to provide for clients who could afford to pay for services out of pocket and submit their insurance later for reimbursements. This practice may help Organization Y to continue operating via telehealth indefinitely, especially if they only service self-paying clients.

Operating via telehealth means flexibility with counseling within their location. The resulting factors are other benefits of telehealth for counselors and patients, as noted by MacGillivray (2018). First, by reframing leadership and knowledge as portrayed in an online environment, MacGillivray (2018) suggested applying effective communication strategies to enhance job satisfaction and service productivity. Second, telehealth counseling removes several barriers that could hinder arranging a telehealth session. Telehealth counseling removes several barriers by enabling access to healthcare services from a remote location. Some barriers include meeting clients who cannot leave their homes to get counseling now and can do so online.

However, Organization Y implementation of telehealth in BHL has been hindered by various barriers that affect job satisfaction and service productivity. One significant barrier to job satisfaction and service productivity in telehealth adoption within BHL is clinician skepticism. Many clinicians perceive telehealth as a suboptimal method of health service delivery, which can negatively impact their attitudes toward telehealth acceptance and implementation (see Mashruk et al., 2022). This, in turn, can result in reduced job satisfaction and service productivity as clinicians may not be fully invested in utilizing telehealth to its full potential. Another barrier, as stated by the BHL, is the lack of technical expertise among clinicians and staff (BHL, personal communication, September 20, 2022). The BHL appears to understand that telehealth adoption requires knowledge of software, hardware, and other IT-related skills that are not familiar skills set. Moreover, the limited access to technology among clients is a significant barrier that affects job satisfaction and service productivity in telehealth (see Qu & Yan, 2023).

Clients with limited access to technology may experience difficulties and frustrations in attending virtual sessions, which can affect their overall satisfaction with the service. Another barrier to job satisfaction and service productivity in telehealth for BHL is privacy and security concerns (Pongton, & Suntrayuth, 2019). The delivery of behavioral health services involves the exchange of sensitive information between clinicians and clients, which requires robust security measures to protect privacy. Additionally, the lack of physical examination in telehealth can hinder a clinician's ability to make accurate diagnoses and develop effective treatment plans. In addition, reduced opportunities for face-to-face contact can negatively impact job satisfaction among clinicians who may find it challenging to deliver care via telehealth and build rapport with clients.

Telehealth options are particularly important for individuals in rural or remote areas who may face challenges accessing healthcare services due to geographic distance and limited transport options (Toll et al., 2022). Furthermore, telehealth counseling can improve access to services by eliminating the need for in-person appointments and thus avoiding issues like limited availability or long wait times. Third, in response to the COVID-19 pandemic globally, telehealth services grew exponentially, rapidly moving online and adopting new models of care to maintain continuity of care. This shift towards telehealth has been a promising approach for health service delivery during the pandemic, as it allows healthcare practitioners to reach out to patients virtually and connect with them remotely, regardless of their physical location (Qu & Yan, 2023). Toll et al., (2022) reported that patients could receive faster and more efficient access to care by eliminating

elements common to in-person sessions, like commuting, wait times, and scheduling issues.

Telehealth could introduce new models of care by providing more available and better-quality care. Telemedicine creates opportunities for those patients to have instant access to the care they need by mitigating counselor shortages (Tion et al., 2020). Due to the need for improved mental health services and the growth in demand for mental health services, there appears to be a lack of counseling professionals in traditional offices or medical settings post-COVID-19. Telehealth addresses this scarcity by enabling counselors to cover a wider area of future patients where fewer counselors if any, practice (Toll et al., 2022)

I also found that it is important to have more comfortable settings. For example, attending a consulting room and sitting in the waiting room for counseling may create a barrier of anxiety or discomfort for clients, particularly new ones (Yang et al., 2023). Telehealth can mitigate this obstacle by giving patients the necessary access while allowing them to stay in a familiar place. This added understanding, comfort, and privacy could make therapy more appealing.

Treatment Offerings and Services

Organization Y offers family psychotherapy, group, and individual sessions. The clients and their families can choose between the type of session. Services include one 30-minute consultation session. The next session is an assessment to see where the client's needs are with or without the parents present. At least one or two parent coaching sessions include mental health, self-improvement, parenting skills, and career and life

coaching. All services are provided through telehealth. All three mental health therapists (the BHL and the two employees) provide services in all areas.

The primary therapeutic focus is (SFBT based on solution building rather than problem solving. This approach focuses on exploring current resources and future hopes rather than presenting problems and past causes, reflecting an underlying SBFT that exploring the details and context of problems might shift clients away from solutions (Connie, 2020). With this strengths-based approach, therapists can help clients resolve their problems without identifying the details or source of problems. Instead, they work toward building solutions by conceptualizing the client's preferred future.

Because of its focus on building solutions rather than on solving past problems, SFBT has excellent value as a preliminary and often sufficient intervention (Connie, 2020). SFBT was designed to help people change their lives in the fastest possible. Treatment is usually completed in as few as two sessions and may be completed in six sessions. Its brevity and flexibility have made SFBT the choice of intervention for many healthcare settings where involvements often need to be brief. SFBT can also be used securely as an adjunct to other treatments (Walker et al., 2022). Therefore, it is important to have effective communication practices in place to efficiently provide this SFBT model of mental health treatment, which is the core of Organization Y's mission, vision, and values.

Strategic Direction, Mission, Vision, Values

Organization Y's main client demographic is teenage females and mature women of the Christian faith and their families. The BHO does have a written mission, vision,

and purpose statement. However, a formally structured plan of action and a strategic plan were never completed or communicated (BHL, personal communication, September 20, 2022). In the first interview of the data collection in this case study, the BHL shared her desire for growth and how she would like to hire more online therapists and mental health therapists. However, in the organization's business plan, few details communicate such plans. Communicating such strategies in a business plan could inspire service productivity and employee satisfaction. The business plan lacks adequate details and descriptions of an efficient governing structure.

Governance and Structure

Organization Y's current governance and structure are not set up for the staff to communicate effectively. It needs to include updated policies and procedures that enhance the online teleworking model of Organization Y. As noted, the BHL is Organization Y's owner and operator solely. As such, she supervises governing all parts of the organization. There are two employees, and the BHL is the virtual office manager. The organizational structure is simple. The BHL is the head of the organization: she supervises the two employees and is also the office manager. Yet, the BHL never took the opportunity to communicate or formulate updated policies and procedures that would enhance service productivity or job satisfaction for her employees. This problem is rooted in Organization Y's original background and context.

Organizational Context

Organization Y is in an urban area in the Southeastern United States and operates in a competitive environment. After I performed a Google search, I found Organization Y

competing with various mental health counseling services, centers, clinics, and other faith-based organizations that offer similar services across the state. The search on the internet for mental health therapists in Organization Y's service area yielded over 200 available mental health therapists in 50 square miles. Narrowing the search to teenagers and a faith-based population, the organization's primary demographic, I found information on the high number of mental health therapists in the area and lower results for faith base services.

Organization Y accepts referrals from the therapeutic day treatment school personnel, local hospitals, church members, and physicians. In addition, many referrals are accepted from church and community centers. Demand for Organization Y's services increased during and after the COVID-19 pandemic, mirroring national data showing increased demand for these services from 2019–2023. In 2021, over 6,800,000 people (about twice the population of Arkansas) were evaluated for mental health concerns, representing a 500% increase over the number of people evaluated in 2018 and a 103% increase over 2020 (Cantor et al., 2022). In addition, more adolescents are struggling with their mental health and are seeking support online. Forty-five percent of individuals in some parts of the United States assessed in 2021 were youth ages 11–17, 16% higher than the average in 2019 (Cantor et al., 2022). This critical need for mental health services illustrates the significance of effective communication strategies between the BHL and her employees. These strategies are vital for providing mental services to its clients.

Moreover, in a meeting held on July 2022 the BHL stated that organizational growth and expansion remained necessary. However, both goals are difficult to achieve

because the organization needs to communicate that they need more funds and a workforce. BHO provides services that include a therapeutic group for adolescents and adults and individual therapy. The BHL expressed frustration with employees' productivity and job satisfaction with their job duties and believes that their inability to follow organizational rules regarding responding to emails, phone calls, text messaging, and iCloud sharing are part of their ineffective communication strategy.

Summary

In Section 1a, I introduced Organization Y and the practice problem. I identified a gap in the current literature and the study's purpose, literature review focused on effective leadership communication strategies that support telework employee job satisfaction and service productivity. The review highlighted several key concepts and findings from past research, including the relationship between the extent of telework and job satisfaction, the importance of situational leadership in managing teleworkers, the need for computer-mediated communication competence among teleworkers, and the potential for advanced communication technologies to increase job satisfaction and services productivity.

Then, in Section 1b, I provided the organizational profile and summary of key factors such as the service of the organization; mission, values, and vision statements; governance structure; strategic plan; stakeholders; the organization's need for the study; staffing; organizational assets; and referral sources. I recognized the importance of effective leadership communication in supporting teleworking employees' job satisfaction and service productivity. The need for situational leadership to effectively

manage teleworkers and suggests that open communication helps teleworkers feel more connected was emphasized. Section 2 of this study provides a literature review related to effective leadership communication strategies for supporting telework employee job satisfaction and service productivity. The literature review explores different leadership styles that are effective in supporting telework and their impact on employee job satisfaction and service productivity.

Section 2: Approach–Leadership Strategy and Background and Assessment

Introduction

In this qualitative case study, I addressed the problem of understanding how effective communication strategies between the BHL and her employees impact Organization Y's perceived lack of cohesiveness between employees and the BHL. The BHL feels that ineffective communication strategies affected employees' productivity and work satisfaction, especially after the organization's shift to virtual services during the COVID-19 pandemic. Therefore, I aimed to understand how implementing effective communication strategies between the BHL and her employees may enhance service productivity and employee satisfaction, impacting social change.

RQ1: How might Organization Y's BHL communicate more effectively with telework employees?

RQ2: What strategies could improve job satisfaction and productivity among telework employees at Organization Y?

I aimed to identify and explore the most effective communication strategies that leaders can use in telework settings to support their employees. Telework settings require a different approach to leadership communication compared to traditional office environments (Taufiq, 2022). Authoritarian leadership should be avoided, and managers need to use skills such as delegation and empowerment to provide workers with greater autonomy over their work (Rosen, & Holmes, 2023). In addition, supervisors need to establish trust and support for teleworkers by developing open communication channels that allow employees to voice their concerns or questions. I also sought to highlight the

importance of computer-mediated communication competence and employee engagement among teleworkers. Improved job satisfaction and service productivity in BHOs can develop an organization's ability to serve a population's mental health needs (Ronen, & Donia, 2020). The literature reviewed suggests that effective leadership communication strategies are essential for supporting telework employee job satisfaction and service productivity, which can contribute to positive social change.

Section 2 begins with a discussion of key themes in the literature related to the critical constructs represented in the practice problem and research questions developed for the proposed study. I also describe the analytical strategy used to identify literature to review. Following this is an analysis of Organization Y's leadership strategy and assessment efforts in the context of the staff, clients, and populations served.

Supporting Literature

My primary search was performed using the Walden University Library database. World Cat and Google Scholar published relevant literature between 2018 and 2023. Scholarly institutional databases are listed in Table 1. In addition, Google, Google News, and World Cat 100 were searched for additional practice problem information. A synthesis of this literature follows.

Table 1*Databases and Search Terms*

Databases	Search Terms
Academic Source Complete	Telework office, leader OR manager OR administrator AND support, satisfaction; key factors AND employee engagement; level of communication with leadership, state licensure, AND mental health counseling OR therapy OR counseling; leadership styles in healthcare; telework, performance review(s), technology, work/life balance, advantages, and disadvantages of telework, top management support, level of telework efficiency, telework risk, and other leadership variations, burnout
Business Source Complete	Mental health counselor OR therapy OR counseling AND organization OR business OR company OR corporation OR workplace AND assets or equipment; telework satisfaction; productive working from home AND leadership OR management AND assets; employee retention OR employee turnover AND mission statements AND vision statements; sole proprietorship AND organizational structure; organizational structure AND accountability; sole proprietor AND accountability; and sole proprietor AND organizational structure
ProQuest SAGE	Behavioral health leaders AND exhaustion OR fatigue OR longevity AND wellness; business owners OR leaders AND decision fatigue, burnout, OR stress.

The search results revealed research on BHOs concerning telework and organizational results; I expanded the search to include research on *job satisfaction*, *organizational commitment*, *perceived supervisor support*, and *perceived coworker support*. I also focused the literature review on the relationship between telework, communication strategies, and other common organizational outcomes, including social isolation, work-life balance, and the number of hours worked.

Issues That Can Affect Relationships in Remote Teams

Lack of Face-to-Face Supervision

Managers are responsible for the team's productivity, progress, and well-being. Therefore, supervision is one way of understanding the team's productivity, progress, and well-being. In addition, there has been speculation that supervision in a virtual working environment will become the new standard after the pandemic (Beno & Hvorecky, 2021). As a result, many companies have adopted remote offices and home-working solutions as emergency measures.

Almost overnight, individuals in managerial positions lost many of the critical aspects of doing their jobs, particularly the nonverbal elements of in-person communication and interaction, which are essential for managers to remain attuned to the various personal needs of their colleagues (Abalkhail, 2022). Changed cultures, such as work environments post-COVID-19, require appropriate communication, collaboration infrastructures, and more subtle details, such as a room for informal social communication. Also, the boundaries between work and personal life erode when work is done from home, making efficient communication even more problematic (Abalkhail,

2022). All workers experience this situation, depending on their family situation, dependents, and the various dimensions of their personalities (Beno & Hvorecky, 2021). The global pandemic presented a challenge in the change from face-to-face to face-to-display management, or e-management, and in situations where managers trust others to lead, communicate, and ensure business sustainability.

Lack of Clear Expectations

Job responsibilities may need to be communicated and clarified when workers shift from being in offices to working remotely, and new protocols may be required for working at home (see Anggapradja, 2022). Staff may need more guidance and clear directives to know how to accomplish objectives, when to respond to communications, or when they should attend virtual meetings. Effective communication strategies between the BHL and her employees may be implemented to introduce standards for dress codes, specific times, and conducting oneself while online (see Beno & Hvorecky, 2021)

Clear expectations are needed whether the expectations are about leading a project or becoming a full-time member of one's staff. For example, a job description must state that candidates should have experience or a willingness to learn how to communicate with video conferencing software and other work-from-home tools. A description for a remote position might state the requirement of knowing how to communicate with Zoom, Webex, and similar video conferencing software (Anderson et al., 2021).

Low Productivity

Some remote workers increase productivity at home (Kazekami, 2020). Other employees who work from home find it distracting and unproductive. These employees may find working and communicating with direct (in-person) supervision and human connection easier. Having additional support or innovative ways to track time and progress can help employees stay on track and not get distracted by household distractions. Productivity that relies on effective communication strategies between BHL and her employees depends on predictability and structure. Leaders can create a design by defining roles and responsibilities, communicating clear timetables, and keeping everyone advised on each co-worker's responsibilities.

Lack of Communication

Effective, strategic communication skills are essential to one's success as an administrator (see Agustriyana, et al., 2022). Having group communication in person and face-to-face boosts morale in workplaces. Office and home workspaces can influence communication behaviors (Appel-Meulenbroek et al., 20219). Daily updates with employees and effective communication strategies between the BHL and her employees can help employees stay current and discuss ideas to increase productivity and satisfaction (Appel-Meulenbroek et al., 2019). Lack of communication can affect organizational productivity; therefore, guidelines on how management and employees can create effectiveness by improving their communication skills are beneficial. Effective communication strategies are fundamental and vital to all administrative functions, and

communication is a means of transmitting information and making oneself understood by others (Campbell & Lemieux, 2020).

Social Isolation

There are benefits to human contact. People evolved to shake hands and gather, even when it spread disease (Gomes, 2023). Before the pandemic, flying across the country to seal business deals and shake hands was expected, even when technology existed to finalize business deals from home. There was a person-to-person human connection when people met in person. Participating in video calls cannot replicate the human bond in a face-to-face meeting. Therefore, developing effective communication strategies in a telepathic work environment between the BHL and her employees is critical.

Human connection with each other has always been important regarding healthy lifestyles (Gomes, 2023). People trust one another more when they share a communal meal off the same plate, pass around a bottle of wine, or work long hours together (Gomes, 2023; Ulfert et al., 2022). Prolonged isolation in extreme circumstances, as with prisoners in solitary confinement, is associated with a 29% risk of premature death (Ulfert et al., 2022). Studies have shown that extended isolation also decreases the size of the hippocampus, the part of the brain related to learning, memory, and spatial awareness (Ulfert et al., 2022). Therefore, enhancing human connections through effective communication is vital to service productivity and job satisfaction.

Organizational Factors Contributing to Job Satisfaction and Services Productivity in BHOs

Organizational factors that can contribute to job satisfaction and service productivity in BHOs include work-life balance (Alqahtani et al., 2021), measures to address managerial stress and accountability (Burk & Wiese, 2021), administrative competence, leadership styles (Grubanov-Boskovic et al., 2022), and perceived job fit (Rogers, 2020). Conversely, factors that can detract from job satisfaction and productivity in BHOs include decision fatigue (Grubanov-Boskovic et al., 2022) and entrepreneurial exhaustion (Rogers, 2020). I will next discuss these organizational factors and their relationship to effective communication strategies between the BHL and her employees.

Work-Life Balance

Work-life balance is associated with employee satisfaction and can be crucial to structural cohesiveness (see Anakpo, et al., 2023). For example, being able to separate work from personal life when working at home can lead to job satisfaction. It reflects such factors as the ability to control work schedules, the amount of consideration of the employee's preferences provided by the job, the number of hours worked per weekend, and the number of shifts per week (Grubanov-Boskovic et al., 2022). On the other hand, balancing work and private life can result in stress, lack of job satisfaction, burnout symptoms, inadequate quality of sleep, intent to leave an organization, and general health status issues for mental health care professionals (Grubanov-Boskovic et al., 2022).

Lack of work-life balance can lead to dissatisfaction with one's job, affecting work performance and productivity for managers and employees (Bacon, et al., 2022).

This can detract from the quality of services provided (Al-dalahmeh et al., 2018) and affect a leader's ability to lead (Rogers, 2020). People who work at home have difficulty balancing work and family time (Charitonidou, 2021). Control of time and productivity are protective factors that moderate the relationship between work and family life (Yu et al., 2020). For these reasons, it is imperative to understand the effective communication strategies between BHL and her employees. Personal support is also crucial for balancing work and personal life and can result in higher job satisfaction, productivity, and performance in communications such as video chats (Matsveru & Meylahn, 2018). Redesigning home office conditions to make them more compatible with teleworking can also improve work-life balance (Charitonidou, 2021). It can also positively impact the organization's accountability and effective measures.

Efficient Accountability Measures

Organizations and leaders who use multiple systems instead of one accountability system risk wasting time, energy, and resources due to the time it takes to view and gather all the information necessary to make the most effective decisions (Susca, 2020). Performing and inefficient communication of tasks at many organizational levels can also result in low levels of occupational identity and negative relationships between leaders and employees. Higher occupational identities also increase the likelihood of burnout (Hamouche, 2020). However, it is important to note that a positive emotional outlook towards one's job can mitigate the effects of burnout as there is an inverse relationship between job value and burnout (Russell et al., 2020). It is crucial for organizations to implement efficient accountability measures to reduce burnout and promote a positive

work environment. Therefore, it is important to understand how effectively the BHL can implement communication strategies with her employees.

When the BHL meets with an employee for an evaluation or performance review, the BHL needs to practice effective communication, so any negative feedback does not add to both managerial and employee stress, especially if the employee disagrees with the evaluation (see Burk & Wiese, 2021). In addition, the administrative task of delivering negative feedback and disciplinary actions to employees can temporarily reduce morale. Therefore, a standardized accountability system with more effective communication between the BHL and her employees during a performance review may help to promote managerial competence (see Burk & Wiese, 2021)

Managerial Competence and Accountability

Johnson (2023) reported increased demand for greater accountability in top leadership in healthcare organizations. Accountability is central to improved performance within the workplace. Forsyth and Gavin (2023) identified four overriding factors influencing accountability: self, peers, managers, and communication systems. These factors are crucial in enhancing managerial competence and accountability, which have been found to positively impact job satisfaction and services productivity in various organizations such as the BHO. BHO can benefit from the findings of Forsyth and Gavin's (2023) research on managerial competence and accountability, as it is crucial in establishing a culture of trust, transparency, and integrity within the workplace.

Moreover, my review of the literature found that effective communication is essential in promoting accountability among managers and employees. Furthermore, it

emphasizes that managerial competence and accountability positively impact job satisfaction and services productivity. These factors have the most significant influence when holding an individual to account for organizational performance and improved performance of their employees, teams, and organizations (Forsyth & Gavin, 2023). Better accountability systems will allow BHL to implement more effective communication strategies that positively affect job satisfaction and service productivity.

Job Satisfaction

According to Debnath (2023), flexibility partially mediates job satisfaction and improved well-being among mental health workers. However, emotional exhaustion, manager ability, leadership, and employee support were the most significant predictors of job satisfaction. In this qualitative case study, I used descriptive analysis to compare satisfaction and productivity to identify associations between work environment and workforce outcomes. While utilizing detailed descriptions of the experiences between the BHL and her employees, the data collection results showed associations that could lead to effective communication strategies (Barnes et al., 2021).

Otto et al. (2020) detailed that small-business decision-making can sometimes impact a positive or negative business owner's well-being, contingent on whether the decision was communicated and made based on core factors or circumstances. Entrepreneurial exhaustion hinders essential communication skills, including decision-making, identifying opportunities, persevering, and cognitive functioning (Murnieks et al., 2020). Often, decisions can have adverse health effects, such as decreasing levels of sleep hygiene, and entrepreneurs need to partake in antistress measures such as

mindfulness exercises to manage their exhaustion levels professionally (Murnieks et al., 2020). Because of this, ineffective communication has existed between BHL and her employees, making it difficult to see the benefits of the telehealth model.

Telehealth Benefits

Telehealth, which Organization Y incorporates in clinical consultation via video or phone, has provided an alternative mode of counseling for the past two years (Barnes et al., 2021). Yet, before the pandemic, uptake into clinical practice has anecdotally been variable. Telehealth involves using telecommunication technologies to connect points of care and facilitate sharing of health information. The benefits of telehealth for clinicians can be rewarding (Beño et al., 2021). These include the flexibility to work from home, scheduling clients with flexibility whether one is home, alignment with personal preference, and the ability to serve clients in other locations (Campbell & Lemieux, 2020). These benefits also offer clients who live in a different area the chance to keep their provider, stay in their comfortable space, avoid transportation barriers, saving money on transportation and gas needed to get to work. In addition, telehealth allows the client to participate in sessions at home or in any capacity in the client's best interest and engage in real-time monitoring (Campbell & Lemieux, 2020). However, before the COVID-19 pandemic, there needed to be more research into telehealth practices' organization, safety, and security (see NIST, 2021).

According to Raza et al. (2018), implementing telehealth within therapy services during the COVID-19 pandemic posed significant challenges for clinicians due to limited clinical experience or training and the Privacy Act of 2010. This disruption has provided

a unique opportunity for clients and therapists to use telehealth practice and communicate (see Raza et al., 2018). While some studies exist investigating the perceptions of clinicians and patients regarding their telehealth experience during the pandemic, few studies have used an in-depth qualitative approach to investigate the perceptions in a diverse cohort of therapists regarding the rapid adoption of telehealth for mental health counseling. There were barriers and enablers to using telehealth by therapists for outpatient service delivery during the COVID-19 pandemic (Pardoel et al., 2021). Furthermore, it is crucial to understand how effective communication strategies between the BHL and her employees can impact service productivity and satisfaction in telehealth. In the following section, I will discuss the sources of evidence for this qualitative case study.

Sources of Evidence

There are two types of evidence for the proposed qualitative case study: interviews with the BHL and secondary data such as employee records and performance reviews, exit interviews, a policy and procedures manual, and other documents related to organizational operations, management, accountability, and leadership. Information from two semi-structured interviews with the BHL will provide a direct understanding of the factors impacting communications, employee satisfaction, and productivity. In addition, the BHL is the organization's founder and leader and is responsible for all aspects of the organization's daily operations. As such, she is the only individual with the requisite knowledge and experience to provide information for answering the proposed study's RQs.

Assessment and Collection

According to the BHL, daily communication and using the telecommunication system to make decisions on the organization's mission, values, and strategic direction. The BHL spoke about the mission and values statement; the leadership approach is structured. The BHL reported that she takes a hands-off approach, as she has hired qualified professionals who she thought could do the job (personal communication, December 2022). The BHL's vision and informal mission guide, focus, and ground the employees with a purpose. The BHL reported that she wants to collaborate more with influential employees who contribute to organizational success (personal communication, December 2022). The BHL meets and clinically supervises her two employees individually and as a group to reflect on personal goals and be accountable for moving positively towards creating an analysis strategy.

Analysis Strategy

As an objective qualitative researcher, I will study the BHO as a doctoral research scholar-consultant. ~~As a doctoral research scholar,~~ I will try to understand the organization's BHL strengths and barriers that prevent the agency from providing support, effective communication, and leadership. For this qualitative case study, the researcher is the primary instrument in the research process. Therefore, the BHL has provided detailed, rich firsthand descriptions of her experiences and perspectives to conduct a semi-structured interview.

Semi-structured interviews are used when a researcher has a specific topic and a limited number of questions prepared before the interview (Kachman et al., 2022). Face-

to-face interviews are the long-standing approach in qualitative research; however, online interviews are becoming more common (Weller, 2017). According to Hamilton et al. (2017), live video can provide the same precision and fact-finding as face-to-face interviews. Examples of qualitative data collection will include documents from newspaper reports, minutes of meetings, and private documents such as letters, emails, company policies, and forms (Linton et al., 2019). In addition, qualitative papers can be less intrusive and time-consuming than interviews with the subjects and do not need to be transcribed (Linton et al., 2019).

As the doctoral research scholar, I will begin by recording the interviews when the calls start, which will last until the end. Next take notes during the interviews to accurately capture the BHL's perspectives on the practice problem. After each interview, I will ask the BHL if she has any questions or anything to add. One limitation of using qualitative documents may be that some materials may be incomplete, inaccurate, inauthentic, or challenging to find (Linton et al., 2019). Institutional Review Board (IRB) approval from Walden University was obtained before interviews and written informed consent from all participants before interviews.

Data analysis involved secondary sources of information with word identification for each interview. The data collected from BHL, employee records, and other sources were manually coded. In addition, data about service needs, vision and mission, leadership strategies, and strategic development were collected from interviews and other communication with the BHL.

Assessment and Leadership Strategy

In a preliminary interview, the BHL should have revealed a means of assessment or leadership strategy to understand ineffective communication strategies. Instead, BHL uses technology to create processes. The BHL regularly schedules team meetings with both employees to discuss agency business, make announcements, and address concerns. For example, the key strategic challenges of ineffective communication were identified in the preliminary interview with BHL and her employees. These included managing employees within online meetings, interpreting negative body language by an employee, addressing dissatisfaction, and decreasing dissatisfaction with service productivity.

Clients/Population Served

Though the organization provides outpatient mental health therapy to teenagers and adults, treating teenagers is the focus. The organization serves 200 clients per month. Following HIPAA privacy requirements, client information is gathered via a secure EHR (electronic health record) system, which is used to store data, including progress notes and credit card information.

Only so many specific approaches are in place for effectively communicating with clients other than through the therapeutic services provided. For example, a recently developed Facebook page can also be used to book appointments. Still, no other social media accounts such as Instagram, Twitter, or TikTok for Organization Y exist. Although the organization focuses on working with teenagers, a social media presence may facilitate engagement and relationship-building with clients and their families. An electronic or printed newsletter is another way organizations can communicate with and

engage their clients (Savolainen et al., 2019). In the next section, explained how I have analyzed the evidence as part of my data analysis.

Analytical Strategy

A data analysis strategy in qualitative research is to synthesize the data collected for a qualitative case study (Leslie et al., 2021). Therefore, qualitative data analysis needs systematic scrutiny of the numerous processes, instants, and stages throughout the qualitative research process to comprehend the effective communication strategies between the BHL and her employees and how these strategies affect employee satisfaction and service productivity (Leslie et al., 2021). In the following sections, I have explained the data analysis strategy for archival and operational data.

Operational Data and Archival

Operational data and archival for this study will be gathered from Organization Y's files, personnel records, and email correspondence with the BHL. This is relevant information to the practice problem of the study because it will provide details on the organization and how it operates. Therefore, the documents containing these data will be requested from the BHL following IRB approval of this study. Next, I have synthesized the evidence generated for this doctoral study.

Evidence Generated for the Doctoral Study

Interviews with the BHL has provide evidence explicitly generated for this qualitative case study. Step one in completing an analysis of qualitative interviews is transcribing and summarizing the discussions (Leslie et al., 2020). According to Kachman et al. (2022), the next step is to note excerpts in the interview transcriptions that

can be coded together, reflecting similar names, concepts, themes, events, or examples. The data are then sorted and re-sorted into various codes, and each code is summarized.

The following analysis step calls for integrating the descriptions and then summarizing them into theories from which conclusions can be drawn (Hayashi et al., 2021; Linton et al., 2019). After findings were completed, summarize, and contextualize the data collected, theories should be retested so that conclusions can be generalized beyond the individual case of the study.

Qualitative validity mentions the accuracy of findings (Linton et al., 2019). Some validity strategies include triangulation, member checking, clarifying bias, peer debriefing, and using an external auditor (Hayashi et al., 2021; Linton et al., 2019). I then used data triangulation by exploring the research questions from several perspectives. The definition of data triangulation is intentionally seeking, collecting, and analyzing as many data sources related to the study focus as possible (Hayashi et al., 2021). Data triangulation is considered more in-depth than methodological triangulation (using only one method) because it includes multiple data collection methods, which may lead to more significant perspective-taking opportunities in the analysis (Hayashi et al., 2021). I have collected and analyzed through data triangulation public-facing online information, secondary documents from Organization Y, emails between myself and the BHL, a preliminary fact-finding meeting with the BHL, and multiple interviews with the BHL that is a part of multiple data sources.

I have completed member checking by providing copies of the interview transcripts to the BHL and reporting the findings from data analysis to the BHL. I have

clarified my bias as the consulting researcher conducting this qualitative case study. I have used peer debriefing each week in group posts. Each week, the peers in my cohort has reviewed my work, asked questions, and made suggestions. My work has been externally reviewed and approved by my chair, the second committee member, the university research reviewers, and the program director.

The consulting researcher has met with Walden University to review the expectations and agreements of participation in the qualitative case study. I have asked BHL to sign an informed consent to participate in the survey and interviews. An audio-recorded preliminary fact-finding meeting for introduction and to narrow down the practice problem and learn about the organization's need for the study were held with the BHL. Consents were obtained from the BHL to be audio recorded and for me to transcribe and code the data from the interview.

Participant

The BHL is the only participant in the proposed qualitative case study. All contributed evidence to be addressed is written in the practice problem and research question. I chose to interview the BHL due to the focus of my research on understanding the BHL's lived experiences. The BHL is the only member of leadership at Organization Y.

Procedures

A preliminary fact-finding interview with the BHL was held to gather information on the organization's need for the proposed study. The interviews were audio recorded and transcribed with the BHL's permission. Institutional review board approval was

obtained before collecting data for the proposed research. Following the approval, I scheduled two semi structured interviews with the BHL. Each lasted approximately one hour, and I had conduct them electronically via Zoom with voice-only recording.

All findings and interviews were verified, and a transcription's accuracy and were sent to the BHL for review. All identifying information about the organization were be redacted. File names of transcriptions, the transcription, and the coding were referred to the organization as "Organization Y" and not disclose the organization's name for confidentiality reasons. Names of other organizations that may identify the state in which Organization Y operates was redacted. Terms of specific employees were be edited from the transcription and replaced with "BHL," "Therapist One," and "Therapist Two" as pseudonyms.

The transcribed interviews were uploaded to NVivo 12 coding software, which permits manual and automated data management for thematic coding (Conger, 2021). First, I used open coding to analyze the data from the semi structured interviews by highlighting chunks of data, words, or phrases in diverse colors. I then used axial coding to create patterns and themes from the codes. Nodes, also known as categories, was created, articles were identified through interview patterns, and subcategories were made. This information was then clustered into word patterns and phrases to identify emergent themes and transferred into a spreadsheet. The word patterns and phrases were uploaded into a word cloud generator.

I later requested secondary documents from the BHL: policies and procedures manual, accountability procedures and forms, employee annual review form, exit interviews,

strategic plan, hiring process, interviewing questions, written warning process, and auditing procedures. Data from these documents provided details on the service offerings, client communication, and Organization Y's technological methods. Emails between myself and the BHL provided additional information regarding the BHL's communication style and challenges in the organization and clarify other data, such as client pay structure, insurance types, and security issues.

All data collected are securely stored in my home office. All data are digitally, which I have saved to a password-protected personal laptop that only I can access. In addition, I have backed up all data on a thumb drive and store it safely in a locked cabinet that only I can access. All data will be retained for five years after study completion, following Walden University's policies, and then deleted.

Summary and Transition

Section 2 began with a review of supporting literature reflecting the two RQs in the proposed qualitative case study: How might Organization Y's BHL communicate more effectively with telework employees? What strategies could be implemented to improve job satisfaction and productivity among telework employees at Organization Y? I have detailed the organization's leadership strategy and assessment. I described the organization's population and clients served. Finally, the research design was described. In Section 3, the organization's workforce, work processes, organizational knowledge, and organizational performance are reviewed and analyzed.

Section 3: Measurement, Analysis, and Knowledge Management Components of the Organization

Introduction

Concerns related to effective communication strategies and their impact on service productivity and employee satisfaction are the general problem at Organization Y. The following practice-focused research questions reflect the concerns identified by the BHL during a preliminary interview.

RQ1: How might Organization Y's BHL communicate more effectively with telework employees?

RQ2: What strategies could improve job satisfaction and productivity among telework employees at Organization Y?

Based on my preliminary search and examination of the existing literature, I concluded that more research is needed on how virtual teams can communicate more efficiently, especially regarding worker job satisfaction and productivity in BHOs. A greater understanding of the concerns at Organization Y would benefit the organization and other organizations as teleworking becomes more commonplace and face-to-face communication becomes less of a norm. I explored current communication practices between the BHO leader and telework employees and strategies that might improve workplace cohesion, including job satisfaction and service productivity, among these employees.

Sources of evidence for the study included a preliminary fact-finding meeting with the BHL, two semi structured interviews with the BHL after my proposal was

approved, emails between the BHL and me, and secondary documents such as the organization's policies and procedures manual, accountability procedures, and forms, employee annual review form, exit interviews, strategic plan, hiring process, and interview questions, written warming process, and auditing procedures.

Analysis of the Organization

Organization Y's workforce includes the BHL, two mental health therapists, and a virtual assistant. Client services are provided via telehealth. Everyone at Organization Y works remotely. Clients can schedule sessions online via the organization's EHR system, through its Facebook page, or by calling the BHL or the virtual assistant directly.

Supportive Workforce Environment

BHLs can implement intentional interventions to create supportive work environments and develop employee job satisfaction. These interventions can have many organizational benefits, including reduced employee absenteeism because of family illness or worker compensation incidents at work, reduced employee turnover, improved employee engagement, increased productivity, greater resilience in employees, and improved organizational reputation (Qu & Yan, 2023; Van Citters et al., 2021)).

Designing workforces to become more patient-centered requires early employee involvement, input from those receiving care, and measuring progress toward established goals (Sungu et al., 2019). Effective communication strategies can help enhance the organization's employee benefits and grow its culture and diversity initiatives.

The effective communication of leadership commitment, diversity policies, organizational culture, and resources to support diversity initiatives are four important

aspects of productivity and job satisfaction in the workforce. In Hammer et al. (2019), the effective communication of supervisor training interventions improved psychological and physical health and work outcomes in service members in 35 organizations. Effective communication of workforce development is best for creating an impactful workforce instead of implementing training models reflecting *train-and-hope*, which are unsustainable (An et al., 2020; Nemțeanu et al., 2020; Pongton et al., 2019). The train-and-hope training models are often used to enhance employee satisfaction and service productivity with the intention that employees will practice and learn the training concepts without active participation or communication (see An et al. 2020; Nemțeanu et al. 2020 & Pongton et al., 2019) An et al. (2020), Nemțeanu et al. (2020), and Pongton et al., (2019) recommended systems approaches that measure employee satisfaction and productivity in communication as alternatives to the train-and-hope training models. This accountability system has the potential to lead to high-performance work environments.

High-Performance Work Environment

According to the Baldrige framework, performance development involves growing an organization through team members' communication of personal growth and learning experiences (see NIST, 2021). The communication of personal growth helps improve organizational performance by developing employees who can enhance their work skills through learning and development, personally and professionally (NIST, 2021). A common workforce issue is stress levels. Therefore, active communication of stress management techniques may positively impact team members by decreasing stress levels, leading to greater job satisfaction and service productivity. In addition, active

leadership engagement in agency-wide stress management training interventions can help to decrease team members' stress levels (Hildenbrand et al., 2018). High-stress levels in the workplace, especially in telework environments, can lead to mental health issues, so it is important to communicate effective stress management strategies.

The mental health counselors and BHL at Organization Y professionally support individuals with mental health diagnoses that increase stress. Mental health providers experience optimistic and adverse facets of working with clients with multifaceted trauma (Cheng et al., 2021). Individuals seeking mental health treatment are not the only ones who experience trauma in their lifetime; sometimes, the mental health provider can become a victim due to the services they provide. Clients who experience complex psychological trauma can be a challenge for some clinicians personally and professionally life, and their risk for mediated trauma increases.

Some challenges of working with clients with complex psychological trauma include higher rates of exhaustion and compassion fatigue. Lunde et al. (2022) detailed what supervisors can do to improve clinicians' probabilities of experiencing post-traumatic growth along with a client. Achieving professional growth and job satisfaction is one of the practices for strategic communication with employees and increasing service productivity. These actions for achieving professional growth and job satisfaction include the following: (a) appropriating connection and separation from client experiences, (b) being aware of how clinicians' beliefs might make them more suspicious or think of things more pessimistically than they otherwise would, (c) having the ability to make meaning of experiences, (d) clinicians being aware of their desire and temptation to try to

resolve unjust situations in the client's life, and (e) clinicians pursuing personal and professional growth (Sungu et al., 2019). These independent-management strategies can improve the job satisfaction and service productivity of BHL and encourage counselors to communicate with each other.

Several organizations integrate self-management strategies to promote job satisfaction support programs on employee empowerment that can help employees living with anxiety or depression and improve the experiences of managers' anxiety or depression (Lunde et al., 2022). Self-management strategies include setting healthy boundaries, finding new ways to set work-life balance, and gaining insight to identify stress sources in their life. These strategies can also improve establishing and supporting healthy relationships with leadership and coworkers and lead to the development of action plans. An action plan that prepares activities will create positive communication and interactions, increasing job satisfaction and service productivity.

Planning activities to reduce stress is a way for managers to promote and communicate the elements of employee mental health (Lunde et al., 2022). An example is a free-flowing intervention involving gardening and time in nature, which can help improve the staff's ability to communicate with BHL and address workplace challenges such as low morale, turnover, workplace health issues, absenteeism, and reputation damage to the organization (see Chen et al., 2021). Core themes of free-flowing involvements are (a) activities that supply an escape from work stress, (b) more social connectedness, (c) well-being /mental health days off in participants, (d) self-empowerment, training, and (e) inclusivity. In addition, such activities involve healthy

communication practices between the BHL and its employees, leading to improved service productivity and work/job satisfaction.

Design, Management, and Improvement of Key Services and Work Processes

The BHL, as the owner and sole manager of Organization Y, should practice effective communication strategies, operations, and knowledge management. The BHL holds regularly scheduled staff meetings with Organization Y's two employees. The weekly meetings address job satisfaction, service productivity, and future growth. However, the BHL scheduling a meeting does not mean that the meeting will be effective, especially if there is no clear outline or agenda. Staff meetings need to include communication of knowledge management from leadership.

Al-Habib (2020) thought that good leadership is the most important organizational factor for success in knowledge management systems in healthcare organizations. Knowledge content quality is the most important system factor for knowledge management systems success in healthcare organizations (Al-Habib, 2020). For instance, the Organizational Y BHL may find it difficult to control employees when not in the office setting and when dealing with team members of different skill levels. The BHL reported that the lack of participation and accountability in meetings had become a challenge for the BHL. Therefore, the whole team does not have the proper training and currently has no manual or budget for such things (Al-Habib, 2020; Lohle & Terrell, 2017). Accountability becomes an issue when the remote worker must deal with overwhelming emails, increased workload, and unrealistic expectations (Debnath, 2023).

As a leader, the BHL may seek to improve knowledge management, accountability, measurement, and analysis of organizational performance in service productivity.

Knowledge Management

Measurement, Analyzes, and Improvement of Organizational Performance

According to Al-Habib (2020), effective leadership, communication, management practices, and administrative approaches are all positively consistent with employee satisfaction in an organization seeking job productivity. Organizational leaders who focus on creating systems and analyzing outcomes based on the concept of supplying value are necessary for the continued future of Organization Y (Al-Habib, 2020). The BHL should also seek to implement and communicate systems of performance measurement and job satisfaction. When looking at the data from all the employee's measurements of their performances and goals, the BHL would have a better idea of the overall outcome (Lohle & Terrell, 2017).

Organization Y's BHL is responsible for gathering information that may be used to analyze organizational performance and suggest improvements. Examples of measuring instruments are surveys and questionnaires to analyze job satisfaction and service productivity (Mwita, 2022). Data gathered would include data on critical work processes such as being on time for scheduled appointments, providing quality service, and documenting services effectively (Ravitch & Carl, 2020). These ongoing assessments and adjustments may be analyzed quickly to correct deficiencies. By making these adjustments, one can communicate how changes are being made so there is a better outcome when assessing the data,

On the other hand, the BHL's organization hires highly qualified clinicians and staff with the credentials necessary for enhancing job satisfaction and service productivity to meet community needs. According to the BHL, providing services to the public sector, such as town hall and Zoom meetings, can be overwhelming and time-consuming (BHL, personal communication, December 01, 2022). This experience has made BHL more aware of the demands of teleworking and meeting with others via Zoom. This has led her to think about changing her communication strategies during her weekly meetings with her employees. As a result, BHL communication has changed to create more efficient mental health counselors through effective communication strategies.

The BHL expressed an urgent need for more mental health counselors in the community (BHL, personal communication, December 01, 2022). The organization sees about 200–300 clients monthly to meet community needs. Organization Y, however, is not equipped to meet this need due to a lack of face-to-face communication due to teleworking. Therefore, effective knowledge management tools should be implemented into information gathering, technology innovation, and identifying assets.

Knowledge Assets, Information, and Information Technology Infrastructure

The need for monitoring and supporting employees is a useful knowledge management tool (Johnson, 2022). In addition, effective communication strategies used systematically for problem-solving will allow Organization Y to become highly efficient with job satisfaction and service productivity. This will reduce the time it takes to solve

problems, increase efficient communication in Organization Y, and improve job satisfaction and service productivity (Johnson, 2022).

Organization Y uses EHR software to store client notes and records, track sessions, and for billing. Also, it can record and store each therapy session using video, face-to-face, and voice only. Organization Y provides all clients with digital copies of their consent. Organization Y needs to create a standard written policy, training guidelines, compliance, and clear directions that align with the organization's mission. The BHL is also responsible for ensuring that quality programs and services are provided to clients, communicating information to other people or organizations with client consent, such as when making a referral for service, contacting clients, donors, and stakeholders, and evaluating staff performance. Additionally, BHL is responsible for researching the issues clients face and reviewing client files to ensure high-quality service and documentation.

Organization Y's BHL ensures compliance with all state and federal regulatory policies. BHL reviews the organization's performance improvement system with no other oversight for accuracy. BHL must implement a performance/treatment tracking chart for her employees to ensure they comply with their state and APA/ACA guidelines and procedures. One focus should be a yearly audit by the behavioral health department to ensure that the BHL is compliant. BHL is also responsible for security system management and electronic health record storage. BHL manages and stores all of Organization Y's data.

Organization Y has no strict policy, but it should be about dispensing information and ensuring compliance with HIPAA rules and standards. Also, Organization Y does not have state, federal, or third-party payer oversight. BHL only has a private payer system. While delivering its services and programs, Organization Y collects personal information from its clients. Client information that could be used to establish a client's identity with other agencies, the client's service provider, or the client's substitute decision-maker is encrypted in TherapyNote software. All computers and email accounts at Organization Y are password protected. Some are accessible to employees, and others are only accessible to BHL with individually assigned passwords. Organization Y's BHL manages a secure server, security firewalls, and all technological equipment.

Organization Y has strict policies regarding email content and how information is stored and shared to protect private health information. In addition, organization Y uses TherapyNotes, a secure, web-based, HIPAA-compliant software. Employees use assigned passwords to access TherapyNotes for documenting progress notes and sending claims to bill the clients.

Summary

In Section 3, I reviewed the literature on effective communication strategies, job satisfaction, and service productivity for Organization Y and her employees. Therefore, improving the communication of key services includes work processes, management of operations, and knowledge management. In addition, measurement analysis and improvement of Organizational Y's performance and management of organizational knowledge assets, information, and information technology infrastructure were also

discussed. Finally, I detailed Organization Y's efforts in the above-mentioned areas and their relationship to the communication strategies in this BHO.

The Baldrige performance excellence program's framework was used to analyze the implementation of effective communication strategies at Organization Y in this capstone. The general problem was related to telework efficiency, service productivity, employee job satisfaction, and the impact of effective communication strategies between the BHL and her employees at Organization Y.

Section 4: Results—Analysis, Implications, and Preparation of Findings

Introduction

The practice problem centered on the need for organizations to implement effective leadership communication strategies that can support teleworking employees' job satisfaction and service productivity. To address this practice problem, organizations can start by evaluating their current communication strategies and identifying improvement areas. Additionally, organizations should develop appropriate strategies to support employees during organizational changes related to teleworking. With this qualitative case study I aimed to explore leadership communication strategies for supporting telework employees' service productivity and job satisfaction.

It is becoming increasingly important for leaders to develop and implement effective communication strategies that support telework employees' job satisfaction and service productivity (Contreras et al., 2020; Garcia et al., 2021). The leadership strategies used to improve effective communication strategies for employees at Organization Y were analyzed using the concepts of the Baldrige excellence framework (NIST, 2021). The study participant, the BHL, provided data in the form of responses to interviews as a data collection method for this study.

The BHL owns Organization Y, a self-reliant for-profit mental health counseling agency in the southeastern United States. Between August 2020 and December 2022, the BHL downsized the number of employees in Organization Y to two mental health therapists. In December 2022, the organization's website indicated that the organization employed one mental health counselor and a student intern. More importantly,

Organization Y implemented a teleworking environment where employees worked remotely. Due to the downsizing, and the implementation of a telework environment, the BHL of Organization Y acknowledged several challenges around effective communication strategies in the preliminary fact-finding meeting in August 2022:

- Turnaround time is delayed for returning incoming missed calls and client emails.
- We need a primary phone and email that the clients can call or email regarding billing questions.
- BHL wants claims to be sent once the sessions are over for billing.
- BHL needs a more efficient communication strategy to update staff when a team member is unavailable for appointments because of traveling.

The challenges Organization Y faced in effective communication strategies exemplified by the Baldrige excellence framework (NIST, 2021) included a need for improved leadership communication to support telework employee job satisfaction and service productivity. Effective communication is critical for supporting telework employee job satisfaction and service productivity, especially in a rapidly changing world where organizational leaders face various communication challenges (Pongton, & Suntrayuth, 2019). Previous literature has highlighted the importance of effective communication in teleworking contexts, with studies focusing on topics such as leadership communication and behavior, job satisfaction, technostress, and employee performance (Fortin et al., 2018).

One factor found to be crucial in the success of teleworking arrangements is leadership communication (Uyar et al., 2021). The BHL provides specific communication via email that addresses Organization Y's daily interactions and online communications, reporting time, and attendance for each session while working from home (BHL personal communication, January 2022; see NIST, 2021). Zuhriatusobah et al. (2023) reported that social support via email is a form of communication between office-based workers, teleworkers, and supervisors and promotes positive relationships, increasing job satisfaction, organizational commitment, and increased job performance. Therefore, leaders need to establish clear and consistent communication channels through emails with their telework employees, providing them with the necessary information, guidance, and support to perform their jobs effectively.

Another strategy to address the challenges of leadership communication is for the leader to hold regular team meetings. This would inform all employees about organizational changes and updates regardless of location or hours worked. The Baldrige excellence framework (NIST, 2021) emphasized the importance of regular team meetings. The BHL of Organization Y could provide teleworker support by regularly checking in to help her employees feel supported and connected to the organization, increasing their job satisfaction and productivity. Furthermore, the BHL of Organization Y could implement more efficient communication channels to address specific challenges identified during the preliminary fact-finding meeting. For instance, the organization could establish a dedicated primary phone and email that clients can use to inquire about billing questions. The Baldrige excellence framework (NIST, 2021) suggested that

leadership include a primary phone and email that would enable clients to obtain billing information promptly and efficiently, reducing the number of back-and-forth exchanges.

Another effective communication strategy that Organization Y could implement is establishing a clear protocol for updating staff when a team member is unavailable for appointments due to traveling or other reasons. Establishing a clear protocol for updating staff when a team member is unavailable for appointments due to traveling or other reasons. This is crucial in supporting telework employee services productivity and job satisfaction. By implementing a communication strategy that addresses the issue of unavailability, leaders can ensure that telework employees stay informed and connected, leading to increased productivity and job satisfaction. Furthermore, Tian et al. (2020) found that effective communication strategies between teleworkers and their managers can positively impact work-to-life conflict, performance, and coworker assistance. In addition to addressing unavailability, leaders can also support telework employee services productivity and job satisfaction by clearly communicating job expectations, responsibilities, goals, objectives, and deadlines.

Considering the challenges faced by Organization Y, effective leadership communication strategies are essential for promoting telework employee job satisfaction and service productivity and ensuring that the organization can navigate the rapidly changing business landscape. Based on the research findings, effective communication is positively associated with employee well-being and job satisfaction (Contreras et al., 2020; NIST, 2021). Moreover, previous researchers suggested that better organizational leadership and communication lead to more optimal productivity, supported by the right

motivation and good situational leadership to generate job satisfaction (Mishra et al., 2022). Therefore, Organization Y should consider implementing effective leadership communication strategies to support teleworkers (see Contreras et al., 2020), establish clear and consistent communication channels, provide regular teleworker feedback, offer technical support, and implement protocols for managing client inquiries and staff availability (see Doberstein et al., 2022). In conclusion, effective communication, and leadership strategies (NIST, 2021) and providing supportive technology are key to promoting job satisfaction and productivity for teleworkers at Organization Y.

Sources of Evidence

For this qualitative case study, data were collected and analyzed by applying the concepts from the Baldrige excellence framework (NIST, 2021) via a recorded and transcribed initial fact-finding meeting with the BHL on December 30, 2022, and email correspondence between the BHL and me in January 2023. I followed a 10-question outline to gather responses, which I transcribed and coded. From the responses to the interview, I explored the impact of a lack of communication and leadership within Organization Y. A second interview was performed in January of 2023.

During the initial interview, the BHL provided the mission statement, meeting minutes, business plans, and personal information. From the secondary interview, responses included the BHL's expectation of the future of the origination and recommended changes to improve job satisfaction and service productivity and maintain better communication. The data were coded, triangulated to analyze multiple sources, and recorded. I used the Baldrige excellence framework (NIST, 2021) as a guide to analyzing

data per the Walden University capstone requirement. In the next section, I present this qualitative case study's analysis, results, and implications.

Analysis, Results, and Implications

Data from the responses of the transcribed interview were uploaded to NVivo 12 coding software (see Conger, 2023), a coding program for manual and automated data management. Using NVivo 12 coding software allowed me to manage and organize the data while analyzing effective leadership communication strategies that supported telework employee job satisfaction and service productivity. Next, the words from the transcription of both interviews were clustered into word patterns and phrases to categorize developing themes. The word patterns and phrases were then uploaded into a word cloud generator. The NVivo 12 coding software allowed me to create a word cloud based on the frequency of words and themes (see Conger, 2023).

Figure 1*Word Frequency Word Cloud*

A word cloud (Wordclouds, 2023) is a word generator from putting in my key words from my literature review that aligns with my topic of communication strategies that impact service productivity and job satisfaction. Visual representation of text data where words are displayed in different sizes based on their frequency or importance within the text. In exploring leadership communication strategies for supporting telework employee services productivity and job satisfaction, word clouds can be a helpful tool for analyzing and summarizing the key themes and concepts related to the topic (Rosen & Holmes, 2023). Words in the word cloud (see Figure 1) included building trust and maintaining a good history of productivity among teleworkers, reducing work-to-life conflict, clarifying job expectations and responsibilities, setting clear goals and objectives, and effectively communicating deadlines. These words defined the strengths

of improving communication strategies to support telework employee services productivity and job satisfaction.

The data were then transferred to an Excel spreadsheet. After analyzing the data, I found that effective leadership communication strategies can positively impact telework employee job satisfaction and service productivity. Effective communication and supervisor support can help teleworkers navigate technology-induced stressors that may negatively impact job satisfaction and productivity (Rahadiyan et al., 2023). I aimed to explore leadership communication strategies that could support telework employee services productivity and job satisfaction. By aiming to understand the strengths and limitations of these improved communication strategies, organizations can understand how best to communicate with telework employees. I investigated the impact of different communication strategies on the conflict that exists between teleworking and personal life situations. The aim of this qualitative case study was to explore leadership communication strategies to support telework employees regarding productivity and job satisfaction.

I reviewed existing peer-reviewed scholarly literature and research on telework programs and leadership communication strategies to conduct this qualitative study. I found that leadership commitment to the telework program is crucial in enhancing the effectiveness of managing teleworkers. This finding confirms previous research that leadership commitment is critical to employee satisfaction and motivation in public-sector reform (see Conger, 2023; NIST, 2021). By identifying the role of leadership commitment in telework programs, I sought to understand how leadership

communication strategies can contribute to the success and satisfaction of telework employees. I have also examined the impact of personal and organizational factors like leadership style, supervisory support, self-efficacy, personal valance, work characteristics, and organizational culture on the service productivity of telework employees.

The small sample size of $N = 1$ / single individual design was a challenge when completing this qualitative case study. I am also a clinical mental health counselor with a background in advanced human behavioral counseling studies. I was aware of the possibility of researcher bias and how this might impact the study and the findings. The strategies for mitigating researcher bias included triangulation and reflexivity.

Triangulation

By performing more than one interview session in the data collection process, I reduced the chances that my beliefs and opinions as the researcher affected the study and did not influence the study's outcome. During data gathering, triangulation was achieved by conducting two semi structured interviews with 10 questions. At the end of the first semi structured interview, I presented the 10 additional questions that would prepare the BHL for the second semi structured interview. I also completed content analysis of the data that the BHL presented to me which included personnel records, financial records, billing information, client evaluations and disciplinary actions. All identifying information were redacted and were labeled as Employee 1 and Employee 2. All information was kept confidential to safeguard it. This combination of qualitative data collection methods ensured that different perspectives were captured and allowed for a

more robust analysis of the research topic. Triangulation was employed in the analysis of data by comparing the qualitative data. Comparing and contrasting data from various sources helped identify similarities, differences, and patterns in the findings, leading to more accurate and comprehensive conclusions.

Also, in writing the report, triangulation was evident in the integration of qualitative findings. This allowed for a more balanced and thorough discussion of the research results, enhancing the overall credibility and rigor of the report. Therefore, throughout the research process, from design to data gathering, analysis, and report writing, triangulation through qualitative methods played a crucial role in strengthening the study's validity and reliability. Using the various qualitative methods as mentioned above in the research process allowed for a more holistic and robust examination of the topic at hand. Furthermore, it helped mitigate any potential biases arising from relying on only one method. Triangulation ensured that the research findings were more comprehensive and reliable by incorporating multiple methods and data sources.

Overall, in this qualitative case study I demonstrated that leadership communication strategies have a significant impact on telework employee services productivity and job satisfaction. By understanding and implementing these strategies, organizations can create a supportive and inclusive environment for teleworking employees, leading to increased productivity and job satisfaction levels (Shipman et al., 2023). The qualitative case study analysis revealed that it is important to have effective leadership according to the Baldrige excellence framework (see NIST, 2021). These communication strategies support job satisfaction and service productivity among

telework employees. I found that the Baldrige excellence framework effectively guided data analysis in this context.

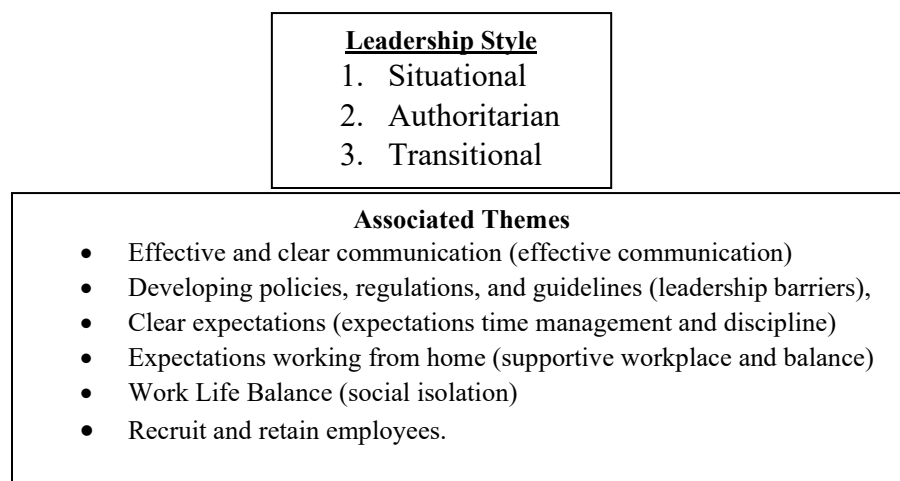
Few studies have observed the impact of the work-from-home system's implementation on worker output in the metro city office (Gong et al., 2023). Also, by investigating and illustrating how organizational culture, work-from-home, and dedication to work-from-home affected employee performance as it applied to their job satisfaction and job productivity (Cucolaş et al., 2023). Anakpo et al. (2023) investigated how employees' home-based work habits affected both individual and group productivity as well as the relationship between the usage of digital technologies for cooperation and communication and the rise in the subjective well-being of teleworkers' job happiness, job stress, and job productivity. Yang et al. (2023) examined the impact of successful work-from-home leadership, competency, training, and technology on employee performance in the manufacturing sector. They determined whether employee participation in remote work arrangements was associated with perceived overall job performance and remote work productivity. Therefore, more research studies should look at how leadership communicates with those who work from home to ensure effective communication.

The BHL of Organization Y struggles with communicating effectively with employees while teleworking. Yang et al. (2023) reported that before the COVID-19 pandemic, teleworking was adopted sporadically in certain industries, such as IT, which allowed remote virtual interactions, education, and partially in governance and health care. Compared to office work or in-person work, teleworking boasts benefits valued by

employees, including no need to commute, more leisure time, better time management, and reduced commute costs, but also challenges, such as professional isolation, work-life conflict, turnover intentions, and even counterproductive work behaviors (Solís, 2017). Based on the data collected, the Baldrige excellence framework analysis (NIST, 2021) I found that effective leadership communication strategies are essential for supporting job satisfaction and service productivity among telework employees. I found the Baldrige excellence framework (useful for analyzing data on the impact of effective leadership communication strategies on telework employee job satisfaction and service productivity). Furthermore, open communication between leaders and telework employees is imperative for building trust and fostering a sense of community among remote workers (Tian, et al., 2020).

Figure 2

Associated Themes with Key Words and Phrases



In Figure 2, the words represented more frequently used ones. More frequently used words included expectations, effective communication, leadership, barriers, social isolation, time management, discipline, supportive workplace, and balance. In contrast, productivity, discipline, and progressive communication were used fewer times during the interview.

Comparing and Contrasting Three Leadership Communication Styles

The study explored effective leadership communication strategies for supporting telework employee job satisfaction and service productivity. The analysis focused on the application of one of three leadership communication styles. The Baldrige excellence framework supports these leadership styles—situational, authoritarian, and transitional-concepts (National Institute of Standards and Technology, 2021). This researcher will discuss more details of these leadership styles below.

Situational Leadership Communication

One of the leadership communication styles is situational leadership. This style allows for open communication while helping staff with competence, commitment, and independence. The situational leadership style is a theory that characterizes leadership communication as a function of the leader's behavior, characteristics, and the context or situation in which they operate (Khattak et al., 2023). Hersey et al. (1969) developed the theory commonly known as situational leadership. According to Khattak et al. (2023), situational leaders can adapt their leadership style based on a given situation's specific demands and needs. This means there is no one-size-fits-all approach to leadership communication, and leaders must be flexible and adaptable to be effective. The

situational leadership theory proposes that leaders choose the best course of action based on their conditions or circumstances (Khattak et al., 2023).

Situational leadership can be applied to Organization Y in several ways. First, situational leadership allows the BHL in Organization Y to tailor her communication strategies to meet telework employees' specific needs and capabilities (Rosen, & Holmes, 2023). For example, the BHL can assess each telework employee's readiness and development level and then adapt her style accordingly. For telework employees who are highly competent and committed, the BHL can adopt a more hands-off approach, allowing her to have autonomy and control over the employee's work (Yang & Lin, 2023). On the other hand, for telework employees who may be less experienced or struggling with their tasks, the BHL can provide more direction and support to help employees succeed.

Additionally, situational leadership can also address the issue of job satisfaction among telework employees in Organization Y. The BHL needs to understand better and apply the techniques used for situational leadership that can then create a sense of connection and support for telework employees, leading to increased job satisfaction. Using situational leadership principles, the BHL in Organization Y can foster effective communication and develop strong relationships with her telework employees(see Khattak et al. 2023).

However, it is important to note that situational leadership may not apply to Organization Y in all situations. There may be instances where a different leadership approach or style is more appropriate or effective. For example, if telework employees in

Organization Y are highly experienced and self-motivated, they may require less direction and support, making a more autonomous leadership style more suitable (Torner, 2023). Furthermore, some telework employees may prefer a more collaborative and participative leadership style, where their opinions and ideas are valued and incorporated into the decision-making processes.

In conclusion, while situational leadership can be a valuable tool for the BHL in Organization Y to support telework employees, enhance productivity, and job satisfaction, the BHL needs to recognize that this approach may have limitations. Leadership communication strategies play a crucial role in supporting telework employees' productivity and job satisfaction (see Simeli et al., 2023). The BHL should understand telework employees' specific needs and capabilities to support productivity and job satisfaction effectively. Leadership communication strategies are essential in supporting telework employees' productivity and job satisfaction.

Authoritarian Leadership Communication

The authoritarian leadership style, or autocratic leadership, is characterized by the leader's communication of control and authority over decision-making and task accomplishment processes (Taufiq, 2022). This leadership theory was founded by Lewin et al. (1939). This leadership style is often characterized by leaders who communicate with their employees by giving orders. These leaders make all the important decisions rather than accept suggestions uncritically and assert their position as the boss. Authoritarian leaders tend to have low levels of agreeableness and high levels of neuroticism, narcissism, and psychopathy (Taufiq, 2022). This leadership style is the

current method of Organization Y. It is task-oriented, focusing primarily on achieving goals and completing tasks rather than fostering open communication or collaboration among team members. The BHL currently imposes strict discipline on her subordinates and exhibits her authority in decision-making. The centralized decision-making process by the BHL of Organization Y can lead to quick and efficient decision-making, especially in situations that require immediate action. Yet, it can stifle creativity and innovation regarding effective communication strategies, limit the autonomy and motivation of BHL employees, and result in a lack of employee satisfaction and service productivity.

Authoritarian leadership, characterized by strict control and centralization of decision-making authority, may not be suitable for Organization Y in supporting telework employee services productivity and job satisfaction. Telework requires a certain level of autonomy and trust in the employees, allowing them to work independently and take ownership of their tasks. Authoritarian leadership, which focuses on command and control, may hinder employee autonomy, and discourage open communication (Solís, 2017). Instead, Organization Y should consider adopting a leadership approach that promotes delegation, empowerment, and open communication. By using delegation and empowerment skills, leaders in Organization Y can provide their telework employees with greater autonomy over their work methods and timing. This approach does not foster a sense of trust and confidence between the BHL and its employees. With telework, employees are not physically present in the office, making it crucial for the BHL to establish clear goals and expectations to maintain productivity and job satisfaction.

Additionally, the BHL at Organization Y should focus on developing relationship-oriented leadership styles.

Authoritarian leadership emphasizes does not support, communication, and trust in supervisor-subordinate relationships. By prioritizing these aspects, the BHL needs to create a positive and collaborative telework environment where employees feel supported and valued. Furthermore, a relationship-oriented leadership style becomes even more important since Organization Y operates in a government setting with standardized and formalized processes. In contrast to the authoritarian leadership style, the democratic leadership style (Castyana et al., 2021) prioritizes the contribution of people in the work environment (Lewin et al., 1939). In democratic leadership, the decision-making is decentralized, and team members are encouraged to participate in the decision-making process. The advantage of democratic leadership at Organization Y is a focus on fostering open communication collaboration, and empowerment among team members between BHL and her employees.

Transformational Leadership Communication

Transformational leadership is a leadership style that focuses on the impact of how the BHL looks to communicate cooperation and trust, collective self-efficacy, and team learning to achieve success for the benefit and success of Organization Y (Ansar et al., 2019; Downton, 1973). This leadership style communicates the importance of change in a teleworking environment and transformation within Organization Y and sees them as essential pathways to achieving positive outcomes. Transformational leadership at Organization Y is characterized by the BHL, who possesses certain personality traits such

as self-confidence and determination and works in partnership with her employees to identify and communicate areas of strength and improvement within the business.

Transformational leadership contrasts authoritarian leadership, which at Organization Y relies on the BHL's top-down approach and strict communication of control over her employees. Transformational leadership at Organization Y would promote a more collaborative and empowering environment to enhance effective communication strategies. Transformational leadership at Organization Y by the BHL goes beyond just communicating orders and making decisions. It involves inspiring and motivating her employees to transcend their interests and work towards the collective goals of Organization Y which is to enhance effective communication strategies. This leadership style would be ideal for Organization Y and should foster employee trust, loyalty, and a sense of self-sacrifice, as well as a focus on higher goals beyond just meeting expected performance (Udin, 2023). By showing individual consideration, motivating, and inspiring her employees, and developing their skills to be the best, Organization Y's transformational leadership creates a supportive and empowering work environment. Furthermore, transformational leadership for Organization Y should integrate five dimensions: attributed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Udin, 2023).

However, it is important to note that while leadership styles can significantly impact employee job satisfaction and productivity, it is not solely the responsibility of leadership styles to address technology-induced stressors. Employees also have a significant role in managing and coping with technology-induced stressors. Employees

can actively seek support and guidance from their leaders, express their concerns and challenges related to technology, and take advantage of training and development opportunities offered by the organization to enhance their technological skills.

This qualitative case study showed that effective leadership communication strategies are critical in supporting telework employee job satisfaction and service productivity. This study found that using a situational leadership style and open communication while promoting staff competence, commitment, and independence are effective strategies for enhancing job satisfaction.

Themes with Associated Key Words and Phrases

Responses from the transcribed interviews were coded using the software's automatic coding analysis. I compared and acknowledged themes and took notes during the first interview. Also, secondary data were used to maximize the value of the themes relative to the study. Keywords included leadership, clear expectations, effective and clear communication, expectations working from home, life balance, and written policies.

In job satisfaction and service productivity, several factors play a crucial role in ensuring a positive work environment and efficient performance. These factors include employee expectations, effective communication, leadership, barriers, social isolation, time management, discipline, a supportive workplace, and work-life balance. According to Orlikowski's (1991) study on the impact of the overall company environment on technology workers' perceptions of productivity tools, it is clear that job satisfaction plays a significant role in the overall quality of work life and has a substantial influence on the perceived service delivery and productivity of employees. Job satisfaction

encompasses a broad range of elements, including the relationship between employees and management, the ability to express opinions and be heard, and the quality of leadership within the organization.

Furthermore, Loi et al. (2009) research has shown that organizational influences such as politics, procedural and distributive justice, and job satisfaction are interconnected. These factors not only impact job satisfaction but also have a direct effect on service productivity. Additionally, the specific work environment factors, such as job tasks, task responsibilities, performance appraisal satisfaction, and the quality of leadership, have been found to have a direct impact on job satisfaction and hence service productivity.

According to Eikelenboom's (2019) study, there are seven main factors that influence employee job satisfaction, namely personal factors, leadership factors, work characteristics, working conditions, wages and benefits, salary, and the colleague's relationship (Husain & Xiao, 2016). Overall, job satisfaction is a crucial contributor to the quality of work life and has a significant influence on service delivery and productivity (A et al., 2021). The relationship between job satisfaction and service productivity is a complex one, with various factors contributing to both. These factors must be carefully considered and managed to create a work environment that promotes job satisfaction, effective communication, and work-life balance. As noted by the researchers, job satisfaction plays a crucial role in the quality of work life and has a substantial impact on the perceived service delivery and productivity of employees (A et al., 2021).

Analysis of Client Programs, Services, and Effectiveness of New Initiatives

Emerging Theme 1: Effective and Clear Communication

Effective and clear communication was the first theme that emerged from the data and is crucial to supporting telework employee job satisfaction and productivity, especially in the context of new initiatives such as online check-ins. Ineffective communication occurs when the BHL often changes meeting times and dates without notice and does not consider employees' standing therapy sessions with clients online. The BHL stated that there is disconnected communication among staff when they cannot make an appointment or attend a meeting made in advance. The BHL stated, "There is a disconnect with them because they do not understand that I am the boss, and I call the meeting when I feel like it" (BHL personal communication, January 2022). The BHL acknowledged the importance of effective communication technology for ensuring the quality of client care and employee and job satisfaction.

In the counseling programs, employee communication behaviors directly impacted daily operations and service productivity. The employees were not following proper communication procedures, putting the counseling program at risk (BHL personal communication, January 2022). The BHL also spoke about obstacles the clients in the program encountered, such as getting effective counseling. The BHL felt that her employees must be confident that these services are provided. "They are doing the job of a counselor and not just trying to get paid" (BHL personal communication, January 2022).

We must maintain professional standards. Given that we get referrals for community members and partnerships with some state and government centers, we must follow the polices and guidelines when communicating with each other and clients. Staff does not often do this, and I must pick up the broken or missed communication; it is stressful and too much work. (BHL personal communication, January 2022).

Counterproductive communication behaviors among employees negatively impact organizational health and sustainability and directly correlate with employee communication, adversely affecting client outcomes (Casado-Aranda et al., 2023). Addressing the communication challenges stated above is imperative to organizational sustainability and job satisfaction. The BHL needs address these challenges in developing Organization Y's policies, regulations, and guidelines.

Emerging Theme 2: Developing Policies, Regulations, and Guidelines

Developing policies, regulations, and guidelines was the second most identified theme related to the need for an effective communication strategy at Organization Y. To support and expand this pathway is crucial in improving the communication system and effectively supporting employees and clients. Effective communication technology and developing policies, regulations, and guidelines are crucial for supporting telework employee job satisfaction and productivity, especially when implementing new initiatives such as telehealth series and online check-ins. There are currently no policies, regulations, or guidelines manual,

“Which I must work on, but I do not have the time. Because I work from home also, I often find other things that I need to do in place of working on these things. One of the biggest things that get me when I try to develop these things is the legal language, which is so boring. I would like to have one of the other counselors work on this, but I do not trust them to be on the admin side of things. This is very important to me, but I have major trust issues with these people. (BHL personal communication, January 2022).

Concerning the theme of developing policies, regulations, and guidelines for supporting telework employee services productivity and job satisfaction, the BHL implies that employees need to be more committed to developing a policy manual that includes regulations and guidelines for the teleworking environment; once the employees are committed, they need to communicate to one another the importance of following the guidelines. Communicating policies and regulations may lead to clarity in the teleworking environment, more satisfied employees, increased productivity, and an understanding of clear expectations at Organization Y.

Emerging Theme 3: Clear Expectations

Clear expectations were the third most identified theme emerging from the responses during the interview with the BHL. Since there are no clear expectations for employees at Organization Y, the BHL needs to communicate the expectations regarding job responsibilities, goals, and objectives to her telework employees. Her practice of setting clear expectations can increase job satisfaction. According to Shipman et al. (2023), managers like the BHL need to communicate job goals and expectations, which

may help to create a healthy working relationship while working from home, thus, increasing job productivity and the understanding that the mental health of teleworking employees impacts job satisfaction and service productivity.

The BHL can help set clear guidelines and enhance job performance by clearly outlining telework employees' expectations. When telework employees know what is expected of them, they are likelier to meet those expectations, perform their tasks effectively, and be less confused. When telework employees know deadlines and when their work needs to be completed, they can better manage their time and prioritize tasks effectively (Rosen et al., 2023). Thus, communication of clear expectations is linked to greater job satisfaction, telework employee productivity, and a healthy teleworking environment for teleworkers who work from home.

Emerging Theme 4: Expectations Working from Home

Expectations of working from home, social distancing, and performing clinical services were implemented in June 2020 to limit exposure to the COVID-19 virus. Organization Y quickly adapted to this new initiative and reduced staff. The BHL provided clinicians the choice to see clients in the office, to provide services by telephone or via video on the Internet using Zoom or other teleconferencing software programs. Nothing was mandatory (BHL personal communication, January 2022).

During the COVID-19 pandemic, while Organization Y employees were working from home, the BHL needed to set expectations of her employees working from home. "Because they all work from home, I need help seeing what they are doing" (BHL personal communication, January 2022). The BHL expressed that working from home

did not give her the control to do business. “For all I know, they lie in bed and talk on the phone to their clients. Sometimes I try to share their screen, and they deny me” (BHL personal communication, January 2022). By not setting and communicating clear expectations of working from home, the BHL may not have been able to keep track of service productivity or employee job satisfaction at Organization Y.

Overall, the implementation of telehealth during COVID-19 and the success of this initiative depended on the leadership communication of the BHL, especially regarding expectations of working from home. Setting expectations of working from home can help employees adjust to telework arrangements effectively while maintaining high job satisfaction and productivity levels. Therefore, the BHL needs to prioritize effective communication of work-from-home expectations and provide proper training and resources to employees as they adapt to teleworking/work-from-home arrangements. The BHL in Organization Y can also apply a family-supportive leadership approach. It involves supporting telework employees in managing their work and family responsibilities to maintain a healthy work-life balance (Wang et al., 2023).

Emerging Theme 5: Work-Life Balance

The emerging theme of work-life balance has been suggested through the responses to the interviews (BHL personal communication, January 2022). The BHL reported during her interview that “working at home has me working 18 hours per day while the others only work 6-10 hours per day” (BHL personal communication, January 2022). This BHL response suggested that effective work-life balance does not exist at Organization Y; yet it is an essential aspect of individual well-being and overall job

satisfaction, according to Zuhriatusobah et al. (2023). The concept of work-life balance refers to the ability to effectively manage and prioritize different areas of one's life, including work, family responsibilities, personal interests, and other commitments (Mashruk et al., 2022). Work-life balance is not just about finding a harmonious integration of work and personal life but also about ensuring that individuals can engage in activities and responsibilities outside of work that contribute to their overall well-being. The BHL's thought that her comments on work-life balance may not exist at Organization Y (BHL personal communication, January 2022). Furthermore, balancing work and personal life is crucial for individuals' well-being and overall satisfaction. By actively supporting work-life balance and creating a supportive environment for telework employees, the BHL can show her commitment to the success of the telework program in Organization Y. The BHL in Organization Y, who actively supports work-life programs and demonstrates a commitment to telework, is likelier to have satisfied and motivated telework employees. By showing leadership commitment and support, telework employees will feel appreciated and motivated, leading to increased job satisfaction. The BHL in Organization Y could communicate her deep understanding of the demands faced by telework employees and actively work towards meeting their needs. This support from the BHL can help establish emotional ties between teleworkers and the BHL, helping them better cope with work stress, which would foster a more effective work life with greater job satisfaction.

In addition, the BHL in Organization Y should focus on developing strong supervisor-subordinate relationships based on support, communication, work-life

balance, and trust. These relationships will be necessary for implementing a telework atmosphere in Organization Y, ensuring telework employees feel heard and valued. By implementing these communication strategies and demonstrating leadership commitment, the BHL can improve telework employee services productivity and job satisfaction.

The variation in work hours among teleworkers highlights the need for effective leadership communication strategies to support productivity and job satisfaction. Leadership communication plays a crucial role in ensuring that telework employees remain productive and satisfied in their remote work environment. One effective communication strategy is an information-sharing approach, where the BHL should provide teleworkers with relevant and timely information about their tasks, goals, and expectations. This clear and concise communication helps teleworkers understand their job responsibilities and enables them to work effectively without constant supervision. By clearly communicating job expectations, responsibilities, goals, and deadlines, the BHL may establish a foundation of clear understanding and accountability among teleworkers.

Another important communication strategy for supporting telework employee productivity and job satisfaction is fostering a good relationship with teleworking employees. The BHL can cultivate a sense of emotional support and connection with her teleworkers through family-supportive leadership (Wang et al., 2023). Family-supportive leadership involves the BHL supporting her subordinates in managing work and family affairs to maintain a healthy work-life balance. This style of leadership can establish close emotional ties between teleworkers and their supervisors, leading to better coping

with work-related stress and increased job satisfaction. Furthermore, a relationship-oriented leadership style is crucial for the successful implementation of telework. By developing a supportive, communicative, and trusting relationship between the BHL and teleworkers, Organization Y can ensure the successful implementation of telework and maximize productivity and job satisfaction among remote employees.

Emerging Theme 6: Recruit and Retain Employees

The final emerging theme is critical for maintaining retention and an employee's job satisfaction.

“I want to hire more people that are not dumb and right out of college that understand that counseling is not a profession that makes you rich. Because most of the time, you must wait to get paid or make less than \$20.00 hour.... Having more counselors who have done their two years of residencies someplace else and want the freedom to work from home and get the job done, be happy and get paid is what I want. Not college students that are looking for hours” (BHL personal communication, January 2022). Due to the rate of turnover is so high hiring individuals with experiences this can help to main longevity at Organization Y.

Recruiting and retaining talented employees is a crucial aspect for any organization's success. Not only does it determine the quality of work that can be produced, but it also plays a significant role in driving company productivity and growth. Therefore, it is essential for the BHL to adopt effective strategies that attract and retain skilled individuals. Additionally, implementing more efficient and effective VTEL (video teleconferencing) interview processes and modernized communication equipment will give

BHL greater flexibility in managing workflows, employee job satisfaction, and service productivity.

Creating onboarding training for new staff needs to focus on the scope of work, increased capacity productivity, and satisfaction. Implementing effective onboarding and training programs focusing on job responsibilities can significantly improve capacity productivity and job satisfaction while reducing workloads and processing times in Organization Y. Research conducted by Kohli and Gupta (2022) found that clear communication of expectations and adequate training in telehealth technology and protocols were crucial for telehealth implementation success. In addition, it is important for Organization Y to regularly reassess and update its onboarding and training programs to ensure that it aligns with current best practices (Rahmawati et al., 2023; BHL personal communication, January 2022).

Summary

The analysis of findings within Section 4 is related to Organization Y, the BHL, clients, leadership, governance, workforce, communication, marketplace performance, and finances. Concurrently, I reviewed the social change and the strength and limitations of this study. Although Organization Y did not provide all requested documentation, the BHL provided enough data for analysis to explore Organization Y and its practice problem thoroughly. In Section 5, this researcher will detail my recommendations based on the findings and the impact of change for-profit mental health organizations. The growth opportunities, hiring more therapists, and better communication strategies between BHL and her employees can potentially increase organizational capacity.

Section 5: Recommendations and Conclusions

Introduction

The practice problem centered on the need for organizations to implement effective leadership communication strategies that can support teleworking employees' job satisfaction and service productivity. To address this practice problem, organizations can start by evaluating their current communication strategies and identifying improvement areas. Moreover, I made the following recommendations for as to the findings to BHO to implement over the next 24 months: (a) resolution and integrity in the BHO, (b) invest in the workforce, (c) financial and marketplace recommendations and social impact, as well as (d) the seven phases for change that are listed below. In this qualitative case study, I aimed to explore leadership communication strategies for supporting telework employees' service productivity and job satisfaction.

Recommendations

My finding suggested that having a leadership strategic planning and effective implementation it over a 12 to 24 months' time frame can improve the BHO, job satisfaction and services productivity. These Finding has created a resolution and should be integrated in the BHO, by investing in the workforce, financial and marketplace recommendations, and social impact as well that support telework employees' job satisfaction and service productivity (Garcia et al., 2021; Contreras et al., 2020). I used the seven phase concepts of the Baldrige excellence framework to recommend leadership strategies to improve effective communication strategies for employees at Organization Y

Finding Resolution and Integrity in the BHO

The BHL needed to develop and enhance communication processes and systems to help identify, resolve, and prevent stress, burnout, and concerns with employees working from home. The BHL proposed implementing a baseline framework analysis model to evaluate job satisfaction and service productivity. This may strengthen the BHL leadership style based on the Baldrige excellence framework to improve telework processes and decision making and increase effective resource allocation of clients' files and time spent online with clients (see NIST, 2021). To effectively support telework employee job satisfaction and service productivity, exploring effective leadership communication strategies is important. Effective leadership communication strategies are essential in supporting telework employee job satisfaction and service productivity. One effective strategy is the implementation of telehealth, which can provide remote support to employees and increase access to services for clients. Having a support back up system with other agencies as a counseling group for as cohort support system for teleworkers. Telehealth has been shown to improve service delivery by providing real-time, remote communication and support between employees, increasing efficiency in decision-making processes and resource allocation in job satisfaction and service productivity for Organization Y.

Invest in the Workforce

The BHL needs to implement effective communication strategies to attract, recruit, train, and retain a diverse and resilient workforce that drives high-quality organizational performance. Doing so can enhance the agility of the BH workforce for

Organization Y, improve job satisfaction, and increase service productivity. Recruiting the best talent and providing employees with opportunities and resources will help Organization Y tackle today's communication challenges in telehealth (see NIST, 2021). The BHL needs to communicate best practices and identify efficiencies to attract new employees who are high-performing candidates, promoting a BHO culture that values diversity, equity, inclusion, and accessibility. Additionally, implementing and communicating the components of a multifaceted workforce engagement plan may motivate future employees to have a voice in shaping Organization Y for future growth.

Effective leadership communication strategies can support telework employee job satisfaction and service productivity in several ways at Organization Y. First, clear, and consistent communication from leadership can establish trust between teleworking employees and the organization (Khattak, et al., 2023). This can increase job satisfaction and enhance loyalty to the organization, resulting in improved service productivity. Second, regular communication can help teleworking employees feel connected to their colleagues and organization, reducing feelings of isolation or disengagement (NIST, 2021). This can lead to increased collaboration and teamwork, which improves service delivery at Organization Y. Third, providing teleworking employees with opportunities for professional development and growth through effective communication strategies at Organization Y, including regular check-ins with the BHL, feedback on performance, and access to training and development resources can increase job satisfaction (see MacGillivray, 2018).

Investing in the workforce through effective communication strategies is essential for improving telework employee job satisfaction and service productivity in Organization Y. The BHL can also benefit from implementing effective communication strategies to manage the challenges of a diverse workforce, such as language barriers and cultural differences (see NIST, 2021). Furthermore, situational leadership can be particularly effective in managing teleworkers and enhancing their job satisfaction (MacGillivray, 2018).

Financial and Marketplace Recommendations

The BHL stated that Organization Y is not in good financial standing and is just breaking even. As a result, the BHO relies on word of mouth, community referrals, repeat clients, and collaboration with outside sources such as the community center, local schools, and colleges (BHL, Personal communication with BHL, January 2023) and the Baldrige excellence framework. The evaluation of BHO programs, services, and the effectiveness of new initiatives is crucial for Organization Y to assess its financial and marketplace results (see Alkhaldeh et al., 2023; NIST, 2021). Evaluating these aspects would allow the BHL to identify strengths and areas for improvement, make informed decisions about resource allocation, and demonstrate its corporate value to stakeholders (Alkhaldeh et al. 2023; Davis, 2023; NIST, 2021). Interest in the contemporary evaluation field goes beyond simply measuring and collecting data. It also focuses on understanding the process of successful program implementation, investigating how complex programs work, and discerning the contextual factors that contribute to the effectiveness of a particular program such as Organization Y should be. The BHO does

not take private insurance, but Organization Y accepts cash pay and public insurance such as Medicaid or Medicare (BHL, personal communication January 2023).

Organization Y has a sliding fee scale for cash paying and income-based clients who may not be able to pay the current rate. Clients pay a private pay rate of \$150.00 per session and can request a superbill online to submit to their insurance companies for reimbursement.

In exploring leadership communication strategies for supporting telework employee services productivity and job satisfaction, it is important to consider the impact of billing insurance on the financial standing of Organization Y. While the sources provided do not directly address the impact of billing insurance on the financial standing of a BHO, it is still valuable to examine the broader research on health insurance and its effects on financial standings. Research on health insurance and its effects on financial standings can provide insights into the potential impact of billing insurance for a BHO. One mechanism through which the provision of health insurance can reduce financial distress at Organization Y is by lowering the incidence of delinquent or unpaid medical bills (see Blascak & Mikhed, 2018).

This can directly lead to improved financial standing for BHO if it can successfully bill insurance for Organization Y's services. However, it is important to note that I acknowledge the limitations of my research. The sources indicated that the research does not specifically address the impact of billing insurance on the financial standing of a BHO. Therefore, while there may be potential benefits to billing insurance for a BHO, further research is needed to fully understand the specific impact on financial standing

and to determine whether billing insurance helps or hurts the financial standing of a BHO such as Organization Y. In exploring leadership communication strategies for supporting telework employee services productivity and job satisfaction, it is vital to consider the potential impact of health insurance on the financial standing of a BHO. Because research on the specific impact of billing insurance on the financial standing of a BHO is limited, it is important to acknowledge that additional factors and considerations may come into play. For example, the design and quality of health insurance can introduce variations in the response to billing insurance. In addition, the provision of additional services and support, such as help navigating the healthcare system, can also play a role in the impact of billing insurance on the financial standing of a BHO. It is crucial for leaders to approach the implementation of improved communication strategies with caution when it comes to the potential impact on the financial standing of a BHO through billing insurance. Exploring leadership communication strategies for supporting telework employee services productivity and job satisfaction requires careful consideration of the recommendations for improved communication strategies. Specifically, the BHL should be aware that the research on the impact of billing insurance on the financial standing of a BHO is limited. To improve the financial standing and marketplace results of the BHO, exploring effective leadership communication strategies that support telework employee job satisfaction and service productivity could be beneficial. Davis (2023) suggested that strong leadership communication strategies positively impact employee satisfaction and productivity, especially in the context of telework.

Telework is becoming more prevalent in today's workforce, with many employees opting to work remotely because of the flexibility for the scheduling of their employees instead of commuting to a traditional office setting (House et al., 2022). However, to ensure the success and productivity of teleworking employees at Organization Y, it is crucial to develop effective communication strategies. Based on the research and findings mentioned above, it is recommended that future studies should integrate surveys, focus groups and questionnaires as tools to explore and implement communication strategies specifically designed to enhance productivity and job satisfaction. These strategies should address the unique communication challenges faced by teleworkers, such as limited personal interaction and reliance on digital communication channels like email, instant messaging, and video conferencing. By examining the impact of different communication tools and methods on teleworker satisfaction and job performance, researchers may identify the most effective strategies for bridging the communication gap and facilitating effective communication between teleworkers and their colleagues at Organization Y.

Furthermore, another recommendation should also include an investigation of the role of regulatory interaction (which Organization Y is lacking), personal feedback, and communication strategies in shaping telework communication-job success relationships. Regulatory interaction refers to the rules, guidelines, and policies that govern communication within a telework setting (House et al., 2022). By examining the impact of regulatory interaction on telework communication and job success, researchers can identify the key factors that contribute to effective communication for teleworkers at Organization Y. This can include exploring the importance of clear expectations and

guidelines for communication, establishing regular check-ins and feedback mechanisms, and providing support and resources for teleworkers to navigate and use the available digital communication tools effectively.

In addition, recommendations for future studies should also consider the potential financial and market outcomes of telework. By analyzing the impact of telework on financial metrics such as profitability and market performance, researchers may provide valuable insights into the overall benefits and potential drawbacks of telework for organizations like Organization Y. Moreover, another recommendation for future studies should also explore other factors, such as a need for specific training or guidelines for teleworkers to effectively navigate and utilize the available communication tools. By addressing these areas of interest, future studies may provide practical recommendations for organizations to enhance effective communication strategies and support telework employee services, leading to increased productivity and job satisfaction (see Alkhaldeh et al., 2023; NIST, 2021). Additionally, future studies may investigate the impact of different communication tools (video conferencing, emails, and Microsoft Teams) and methods on teleworker satisfaction and job performance. By understanding the factors that contribute to successful communication in telework settings, organizations can develop and implement targeted communication strategies to support teleworkers (Davis, 2023).

Personal feedback plays a crucial role in shaping teleworkers' performance and job satisfaction (Bakker, 2011). By investigating the role of the BHL's personal feedback in Organization Y, telework communication, employees can identify effective strategies

for providing feedback in a remote work setting. This can include exploring the use of video conferencing for face-to-face feedback sessions, implementing regular performance evaluations sessions, and providing ongoing support and resources for teleworkers to seek and receive personal feedback from their supervisors and colleagues. Another area recommended for future studies should focus on the impact of communication environments on teleworker satisfaction and job performance. The communication environment refers to the physical and virtual spaces in which teleworkers interact and communicate with colleagues and their supervisors (such as the BHL in Organization Y).

Understanding how the communication environment affects teleworker satisfaction and job performance may enhance the design and implementation of effective virtual workspaces and collaboration platforms. This may include exploring the use of virtual team collaboration tools, creating opportunities for social interactions and informal communication among teleworkers, and ensuring that the communication environment is conducive to effective collaboration. By examining these factors, future studies may provide valuable insights into how communication strategies at Organization Y may be developed and implemented to support telework employee services' productivity and job satisfaction.

Individual, Organizational and Community Impact

Professional Website

According to the BHL's interview responses, Organization Y has challenges maintaining a professional website. These challenges include a lack of funds, staffing, and support from community sources that value faith-based counseling. (Personal

communication with BHL, January 2023). Organization Y provides essential services to various client groups, with substance abusers accounting for 50%, school-based individualized education programs (IEP) making up 20%, and the remaining 30% coming from local churches (personal communication with BHL, January 2023). The BHL explained that their current source of generating new business is through a social media platform such as Facebook. Facebook does not generate new business; therefore, Organization Y relies heavily on school, faith-based, and addiction recovery referrals. By creating a more interactive user-friendly professional website potential clients may have the ability to communicate with Organization Y's employees working from home.

Maintaining Good Relationships with Leaders

Casteren et al. (2021) postulated that a good relationship with leaders is positively associated with job satisfaction. Additionally, the reduction of unnecessary communication with coworkers, such as in micromanagement in telework settings, has been found to be linked to increased productivity, decreased stress levels, and fewer interruptions for teleworkers (Casteren et al., 2021). This contrasts with the negative effects of social isolation at Organization Y. According to Casteren et al. (2021) it is evident that teleworkers who have a good history of productivity and a positive relationship with their leaders and are more likely to experience job satisfaction and increased productivity while working remotely.

Effective Communication Strategies

Effective leadership communication strategies are crucial for supporting telework employee job satisfaction and service productivity, especially in organizations facing

challenges such as limited funds, staffing, and community support (Xie et al., 2022; Ulfert et al., 2022). Effective communication strategies can help organizations like Organization Y to overcome challenges and achieve their goals. Analysis of Organization Y, the client programs, services, and new initiatives that are being tried to implement can provide valuable insights into individual, organizational and community impacts such as positive financial stability and client growth.

By implementing effective leadership communication strategies, the BHL at Organization Y can improve telework employee job satisfaction and service productivity. Effective leadership communication strategies are essential for supporting telework employee job satisfaction and service productivity, especially in organizations like Organization Y that are facing challenges such as limited funds, staffing, and community support (Yang et al., 2023). Despite the challenges faced by BHL in maintaining a professional website, Organization Y has services that have an important impact on various client groups, including substance abusers, school-based IEPs , and local churches.

Social Impact

To address the social impact for Organization Y, the BHL can collaborate with faith-based institutions to educate their leaders and members on the importance of mental health and seeking professional help. Organization Y may also enhance job satisfaction and service productivity by establishing a faith counseling program and introducing veterans to their past faith leaders. Effective leadership communication strategies are crucial to the success of this initiative. The use of clear and concise language is essential

in conveying the importance of mental health support within the faith-based community, while highlighting how beneficial such support can be for individuals' overall well-being. Furthermore, Organization Y must also employ a variety of communication strategies through their Facebook page, emails, and their Microsoft Teams meetings to ensure that the message is widely spread and understood.

Evaluation of the effectiveness of these communication strategies will help to identify areas for improvement and ensure that the initiative has a positive social impact for Organization Y. Implementation of effective leadership communication strategies is highly crucial for the success and social impact of Organization Y's initiative to develop faith-based counseling programs. This initiative can have a significant impact on improving the mental health well-being of individuals within the faith-based community and contribute to reducing stigmatization associated with seeking professional mental health services outside of the church (Carsten et al., 2021). The success of this initiative at Organization Y can also positively impact the productivity and job satisfaction of teleworking employees.

The results of this study may help other organizations or BHO's become aware of the need to consider implementing faith-based counseling centers and services to support those who experience mental health-related issues especially during the ongoing pandemic. The important role that faith-based institutions can play in addressing mental health issues underscores the significance of Organization Y's initiative. Research suggested that faith-based institutions and leaders have the potential to provide significant mental health support for individuals within their communities (Anakpo et al.,

2023) Mobile health technologies, such as mental health apps, also play a significant role in supporting individuals' mental health well-being (NIST, 2021; Ravitch & Carl, 2016).

Strengths of the Improved Communication Strategies

The strength of improved communication strategies is that it can develop a family's ability to communicate more effectively. In recent years, there has been a significant increase in telework or remote work arrangements. This trend has been further accelerated by the COVID-19 pandemic, which has forced many organizations to implement remote work policies to ensure the safety and well-being of their employees such as Organization Y. Telework, or working from home, has its benefits and challenges for both employees and organizations. One of the key challenges faced by teleworkers is the lack of face-to-face communication with colleagues and supervisors. However, the development of improved communication strategies at Organization Y can be highly effective in supporting telework employee services productivity and job satisfaction.

Improved communication strategies for supporting telework is that it facilitates continuous communication between teleworkers, colleagues, and supervisors (Hamouche, 2020). This continuous communication helps in supporting a sense of connection and collaboration among team members, even when the BHL and her employees are physically separated working from home. It allows for frequent updates on work progress, sharing of ideas, and addressing any challenges or concerns promptly. This type of communication not only keeps everyone informed and aligned but also fosters a sense of belonging and social interaction, which is crucial for employee motivation and engagement at Organization Y. Furthermore, improved communication strategies for

supporting telework is that it helps in clarifying expectations. Clear communication about work expectations is essential for teleworkers to understand their responsibilities and goals. It supplies a roadmap for teleworkers to prioritize their tasks and meet deadlines effectively. Additionally, improved communication strategies can also help in addressing any issues or obstacles that teleworkers may face while working remotely. By supporting open lines of communication, teleworkers can reach out for guidance and support, ensuring that they have the necessary resources and assistance to overcome any challenges they encounter at Organization Y.

Limitations of the Improved Communication Strategies

Limitations include the information from the interview and the data collected from emails, personnel files, clear communication, and other documents from the BHL. However, limitation of improved communication strategies for supporting telework is the potential for information overload. With continuous communication channels such as email, instant messaging, and video conferences, teleworkers may be overwhelmed with an influx of messages and notifications (Hamouche, 2020). This can lead to distractions, reduced focus, and decreased productivity. To overcome this limitation, Organization Y can establish guidelines and protocols for communication, such as setting specific hours for availability and encouraging the use of asynchronous communication tools to limit interruptions and promote focused work time.

Another limitation of improved communication strategies for supporting telework is the lack of non-verbal cues. Non-verbal cues, such as facial expressions, body language, and tone of voice, play a crucial role in communication and can convey

important information and emotions. In a remote work setting, where communication relies heavily on written messages or video calls, these non-verbal cues may be missed or misinterpreted (Hamouche, 2020). To mitigate this limitation, Organization Y can encourage the use of video conferencing tools that allow for face-to-face communication, which can help in capturing some non-verbal cues. Additionally, Organization Y can promote the use of emoticons or emoji in written communication to add context and emotional tone. Furthermore, the reliance on technology for communication in telework can present challenges. Technological issues such as poor internet connection or software glitches can disrupt communication and hinder productivity for teleworkers. To address this limitation, Organization Y can provide technical support to teleworkers, ensuring that they have access to reliable internet connections and necessary software tools.

Additionally, the BHL can consider implementing redundant communication channels or backup plans to mitigate the impact of technological issues on communication and productivity. In conclusion, while improved communication strategies for supporting telework can enhance productivity and job satisfaction, there are limitations that need to be considered. These limitations include the potential for information overload and distractions, the lack of non-verbal cues, and the potential for technological issues. To overcome these limitations, Organization Y BHL can establish clear guidelines for communication, such as setting expectations for response times and encouraging the use of asynchronous communication tools to minimize interruptions and promote focused work time. Furthermore, Organization Y can provide training and resources to teleworkers to develop their communication skills in a remote setting. In conclusion,

while improved communication strategies for supporting telework can enhance productivity and job satisfaction, there are limitations that need to be considered. These limitations should not discourage Organization Y from implementing these strategies but prompt them to take additional measures to address them.

Effective leadership communication strategies play a crucial role in supporting telework employee productivity and job satisfaction. These strategies not only addressing the unique challenges associated with telework, but also capitalizes on the opportunities that remote work presents. One of the challenges that telework employees face is the potential for feelings of isolation and disconnection from Organization Y. Effective leadership communication can help mitigate these challenges by creating a sense of connectedness and fostering a supportive virtual work environment.

This BH consultant will use reflexivity to identify biases and to reflect on how my identity may have impacted or shaped the outcome. By using thick descriptions, this researcher used reflexivity to identify biases and reflect on how my identity provides context and detailed information so the reader could conceptualize the meaning of the research, as recommended (Ravitch & Carl, 2016; National Institute of Standards and Technology, 2021). This researcher increased the study's generalizability by researching similar studies to compare their results for continuity, as suggested by Barnes et al. (2021). This BH consultant conducted triangulation to explore the data from multiple perspectives, as suggested by Ravitch and Carl (2016). Multiple data collection methods help mitigated some of the limitations of a single-subject case study (Ravitch & Carl, 2016). This BH Consultant collected data from multiple sources, including a preliminary

fact-finding meeting with the BHL, emails with BHL and myself, and public-facing information published by Organization Y and externally.

This qualitative case study examined leadership communication strategies for supporting telework employee job satisfaction and service productivity at Organization Y. This is important in today's evolving work environment. Information requested during the first phone interview in August 2022 was obtained from a website, the mission and vision statements, policy manuals, employee reviews, training documents, hiring and termination paperwork, disciplinary action plans, and business and strategic plans.

The BHL only sent two-thirds of the requested documents for the researcher to perform this study: the mission and vision statements, employee reviews, training documents, hiring and termination paperwork, disciplinary action plans, and a one-page business plan that was handwritten. The researcher used appropriate IRB guidelines and protocols when it came to confidentiality. The BHL reported that her time was limited because she did all the office administrative work, human resources tasks, and department duties. Therefore, she could not meet with the researcher at the scheduled time. As a result, she would miss three out of five scheduled appointments. Another appointment was in the form of back-and-forth emails for information gathering. To get an accurate picture of the communication strategies within Organization Y, the researcher would have had to schedule more interviews to obtain more details about the current communication strategies, the evaluation of employee satisfaction, and accountability frameworks for service productivity.

These qualitative cases study aimed to explore effective leadership communication strategies for supporting telework employee job satisfaction and service productivity, as well as analyze the effectiveness of client programs, services, and new initiatives. The strengths of this study included the emphasis on leadership communication strategies and their impact on telework employee job satisfaction and service productivity, as well as exploring client programs and services (National Institute of Standards and Technology, 2021). However, this study is limited by its small sample size and lack of diversity among participants, as well as the reliance on self-reported data. Additionally, the study only focused on one organization (Organization Y), and it may not be generalizable to other organizations. Further research is needed with larger and more diverse samples to validate the findings of this study. Overall, the study provides useful insights into effective leadership communication strategies for telework employee job satisfaction and service productivity while also highlighting areas of improvement.

It is important to note that the study's limitations may affect the generalizability of its findings to other organizations and contexts. Future research should aim to address these limitations by using larger and more diverse samples, incorporating multiple organizations, adopting a mixed-method approach for data collection, and using objective measures of job satisfaction and service productivity. Moreover, the study could benefit from a longitudinal design that would allow for examining the impact of leadership communication strategies over time. The study provides valuable insights into effective leadership communication strategies for supporting telework employee job satisfaction and service productivity, as well as analyzing the effectiveness of client programs and

services. However, further research is needed to validate the study's findings and determine if they can be applied in other organizations and contexts. Only two interviews between the researcher and the BHL were recorded and conducted using the video-conferencing tool Zoom. These interviews were conducted using ten open-ended questions. Unfortunately, the BHL could not answer some questions due to stress and frustration. Therefore, with a small sample size, this researcher triangulated the data by merging three data sources: fact-finding, emails, video recording, and organizational documents that offered a depth of understanding. In addition, the BH Consultant searched Organization Y for diverse standpoints, as outlined in Ravitch and Carl (2016), and coded the information accordingly (National Institute of Standards and Technology, 2021).

Section 4 included a review of the data collection process, the data analysis, and findings related to the practice problem. Data collection, data analysis, and discussion of the implications for Organization Y were completed, followed by a review of the organization to align with the case study methodology using qualitative content analysis. The findings revealed the BHL leadership style, communication practices, policies, and training. Improvement in these areas could allow Organization Y to implement more efficient communication strategies, improve job satisfaction, increase service productivity, achieve goals of cohesion, increase organizational capacity, and build a broader community base to support financial sustainability.

The organizational challenges identified by the BHL that may impact their mental health and wellness all appeared to be associated with Organization Y's need for the following items:

- An employee handbook with written policies, procedures, and expectations.
- A job description for each position within the company.
- Standardized internal auditing process for required tasks.
- A formal disciplinary action process to follow when expectations are not met.

I focused on each of these recommendation sections and created specific goals that may improve organizational factors that contribute to mental health and wellness in Organization Y, following recommendations by McNamara (2006). I have divided each recommended goal into active objectives with timeframes for each goal.

I considered developing change for now instead of a grand vision that might be overwhelming as recommended by McNamara (2006). In Section 5, I have presented recommendations that I believe would assist with the frustrations that the BHL expressed to me in the preliminary fact-finding meeting. I have focused on recommending structures and processes and avoided focusing on personalities. In my scholar-consultant role, I did not meet with or interview the employees of Organization Y; therefore, I can focus on processes that will apply to the organization, instead of focusing on individual employees and their nature, personalities, relationship with the BHL, or situations. In addition, I have focused my recommendations on a higher plane than where the issues occur as recommended by McNamara (2006). To this end, frustrations and challenges presented by the BHL at the employee level were addressed at the leadership and organizational levels. I have used the criteria recommended by McNamara (2006) by making recommendations that the BHL has the power and authority to change. I formulated recommendations that should be important to the BHL by focusing on the

frustrations expressed in the fact-finding meeting. The frustrations of the BHL expressed in the fact-finding meeting are important and should be addressed. The capstone study is different from other studies about behavioral health leadership because the motivation for change is based on how suggestions will personally impact the BHL's mental health and wellness.

This BHL and others who have experienced similar frustrations are doing the best that they can, and a single person is rarely responsible for ongoing frustrations within an organization. The recommendations to follow are based on improving systems, not on improving the BHL who has shown passion and dedication to client care as many of the frustrations expressed were related to clients not being served the way that they deserve to be. The BHL will hopefully be encouraged to be open to new perspectives.

Recommended Implementation

Although this plan is proposed in a way that the BHL could implement, the amount of commitment, work, follow through, and thought that will be required to implement these recommendations does have the potential to contribute to the BHL's mental health and wellness. For this reason, I recommend that this plan be overseen by a hired independent consultant specializing in behavioral health leadership. This might help the BHL to delegate the responsibilities of recommendations to an outside party who can focus on the implementation plan and collect data about the results.

The following is a 2-year action plan of recommended initiatives for Organization Y to be completed in four phases. The recommended actions incorporate my findings on factors contributing to mental health and wellness of the BHL, a comprehensive literature

review, the specific frustrations expressed by the BHL, and recommendations based on the internationally recognized Baldrige excellence framework. I have incorporated the planning, developing, operating, and evaluating management system of an organization into the objectives for each of the organization's goals. The recommended phases are as follows:

Table 2

Timeframe for Implementing Recommendations

Phase	Objction	Timeline - months	Responsibility
Phase 1	Handbook and formal disciplinary process; Implement new policies descriptions	1-3	BHL
Phase 2	Job description	4-6	BHL
Phase 3	Standardize internal auditing process	7-9	BHL
Phase 4	Implement communications plan	10-12	BHL
Phase 5	Develop communications plan	13-15	
Phase 6	Adjust as needed, hold a think tank session to review lessons learned	15-18	
Phase 7	Review policies after 6 months of implementation and yearly thereafter, adjust as needed	19-24	

Phase 1

In Phase 1, is the inaction phase to developing a handbook with written policies, procedures, and expectations for employees. During this phase, the BHL will identify the workgroup. The workgroup/task force should include representatives from the Organization Y's staff, leadership, human resources, and legal. It is recommended that these individuals reflect unique perspectives, educational backgrounds, interests, and

expertise that would be valuable for this process, such as providing insights into the legal procedures regarding policies and what should or not be included and ensuring that the policies benefit all internal and external 58 stakeholders. It is recommended that the ED (Executive Director) lead the group's efforts, beginning in Phase 1, in recognition of their role in the organization and their familiarity with internal and external stakeholders. If the ED cannot head the group, they would be responsible for naming an individual to keep track of the group's progress and spearhead its efforts. The policies and procedures employee handbook should be made available to all employees so that they can use it for reference on how to address situations as they arise without needing to consult with the BHL to make the decision for them and make the right decision in good faith.

All new employees should become familiar with policies and procedures so that they may ask clarifying questions and know where to find information or directions for reference later. Any time a change or update is made to the policies and procedures handbook, the changes should be discussed at the weekly 6:00 p.m. team meeting on Wednesday evenings. Changes in a policy or procedure should be explained to the team and provide an opportunity to ask clarifying questions. If team members are absent from the meeting, they should sign a missed meeting form stating that they have read, understood, and had the opportunity to ask questions about any changes addressed at the team meeting that they missed.

With each policy and procedure, the purpose should be stated, then the policy, and then the procedure to communicate the importance of not only the policy but also the procedure. At the team meeting, the procedure that has not worked in the past can be

identified so that employees do not try these methods as opposed to the written procedure. The BHL should not be the sole decision maker or keeper of information learned throughout the company's experience.

The BHL should create a formal disciplinary action process to follow when expectations are not met. The disciplinary action form should be a standardized, written document that can be filled in when required. The disciplinary action form should note the difference between the expected behavior as contained in the job description and the demonstrated behavior. The disciplinary action form should have a selection for 1st, 2nd, or 3rd warning with any gaps between the expected behavior and the displayed behavior resulting in termination.

Strategies that the employee has tried to resolve the gap should be noted on the form along with any barriers experienced in meeting the expectation. This disciplinary action form should be signed by the BHL and the employee and stored in the employee's personnel file. The disciplinary action form should state that by signing, the team member understands that not meeting this expectation is job threatening behavior. Providing written documentation toward resolving ongoing issues may contribute to the BHL's mental health and wellness by limiting the need to verbally remind team members to complete tasks or the BHL completing the tasks themselves. A formal disciplinary action process may contribute to the BHL's mental health and wellness by alleviating frustration for the BHL. Expectations will either be met, or the employee will have every chance to meet the expectation, or no longer work at Organization Y. The BHL may be able to be confident that quality of care will be delivered and can expand the organization

and hire more therapists. Hiring more therapists may allow for more clients to have their mental health care needs met at the organization.

Phase 2

In Phase 2 the BHL should create a job description for each position within the organization including the BHL/office manager licensed therapists, therapists under licensure supervision, and the BHL. To ensure that the job descriptions align with the policies and procedures, each job's expectations should be specified. The purpose for each job task should be noted as well as a timeframe for when each task is expected to be completed. The job description should be discussed and be signed when hired to ensure clarity of expectations from the start of employment. The signed job description should be referred to during any required disciplinary action. Some specific examples to put in the job descriptions for the office manager include how to appropriately handle phone calls, website requests for appointments or superbills, emails from clients that must be responded to within 1 business hour, and so forth. The office manager must be at their computer and available to take client phone calls from 8 AM to 5:00 P.M. each day with a 60-minute paid lunch break at noon each day. The office manager is expected to check voicemails and emails after returning from lunch. The office manager will call clients who have been discharged or left on their own to provide a satisfaction survey that will provide the BHL with data.

Therapist job descriptions should specify notification of the BHL and the office manager via email at least 3 business days before taking time off from work for travel or personal reasons so that clients may be notified by the office manager. Therapists must

batch their sessions to billing at the end of each workday by 8:00 p.m. Therapists must attend the weekly team meeting each Wednesday at 6:00 p.m. If the therapist or the office manager misses a team meeting, they are to provide advanced notice and review the meeting minutes and sign the missed meeting form indicating that they have read, understand, and have had the opportunity to ask any clarifying questions about procedures. Therapists are to provide Organization Y's business phone number to clients for billing concerns, not the personal phone number of the office manager.

Some specific examples for the BHL's job description include the following:

- Conduct monthly audits.
- Check the phone system for the previous day each morning for missed calls that we're not returned.
- Check the batching system each morning to ensure that all claims were batched by all providers, the previous evening.
- Facilitate weekly team meetings.
- Hire and train new team members.
- Provide licensure supervision for therapists working toward licensure.
- Complete disciplinary action forms when required.
- Update the Policies and Procedures Employee Handbook when changes or initiatives are implemented and then discuss at the team meeting.

Phase 3

In Phase 3, the BHL will standardize an internal auditing process for required tasks for each position within the organization. The internal monthly audit should be

based on the job descriptions for each employee and aligned with the written Policies and Procedures Employee Handbook. The monthly audit should be completed using a HIPAA compliant cloud-based spreadsheet such as Google Sheets with a business agreement. Each month, all employees should be audited based on the requirements of each of their positions. Each job requirement will be scored and weighted into a final score for the month. A minimum expectation percentage will be established and communicated for each individual audit score and for the total audit score. Any score below the established minimum acceptable score is recommended to be automatic disciplinary action. Audit dates should be scheduled for the full calendar year and on the same day and week for all months, when possible (i.e., the third Tuesday of every month). Audit consistency will allow employees to know when the audit will be and to prepare for it.

A monthly auditing system will allow for the BHL to stop checking at random intervals every day on each employee's job tasks and instead allow for checking monthly to ensure that items are getting done within the allotted timeframe. With the implementation of the audit, the first three audit scores do not count toward disciplinary action, but that the BHL will meet with each employee after each audit to discuss strategies for improving their score. New employees should have a 3-month grace period as they learn the organization's processes.

Phase 4

In Phase 4, the BHL must implement an effective communications plan, order to disseminate the new discipline policies and code of conduct to Organization Y's staff and stakeholders. The plan should include details on what needs to be conveyed to staff and

specific 61 stakeholders and when, the reasons for instituting the policies and the code of conduct, and the expected results from doing so, the significant accomplishments that resulted from the entire process, and a description of the challenges encountered during the process. Determining how stakeholders will share the information is the next step in developing a communications plan (McNamara, 2006). Keeping in mind that the executive director (ED) has overall responsibility for implementing the plan, information dissemination can occur in multiple forms, such as one-to-one sessions between staff, the ED and staff's direct supervisors or the ED speaking to staff in a large town hall forum.

Phase 5

The communications plan is implemented in Phase 5. Although the BHL is responsible for overall plan implementation, all leaders will play active roles in the implementation as they will enforce the discipline process and the expectations outlined in the code of conduct. Because the discipline process and code of conduct will be new to staff, a Q&A session immediately after implementation with staff may be beneficial for processing and talking through any concerns or apprehensions and asking general questions. After conveying the information, the BHL should encourage staff members to discuss any concerns they might have.

Phase 6

Phase 6 encompasses reviewing and gathering feedback on the discipline process and code of conduct. A baseline debriefing session is recommended in which the BHL and other Organization Y leaders can share their experiences and challenges regarding the discipline process and code of conduct adherence among organization staff.

Suggestions for improvements in both areas would be another agenda item for the debriefing session. The need for further debriefing sessions should also be determined. If a debriefing session is not possible, there are other ways of obtaining the feedback from the participants. One is an online survey, hosted on SurveyMonkey. The survey could include questions such as “Do you feel satisfaction in your job?” “Did you feel that your productive are met daily,” and “Could we improve the policy implementation process for your workplace health?”

Phase 7

Phase 7 included reviewing the newly implemented policies within 24 months (about 2 years) of implementation and annually thereafter. Reviewing the policies and processes annually will allow Organization Y leaders to adjust and make enhancements as needed. It is recommended that Organization Y’s leadership and the human resources representative bear responsibility for reviewing policies and processes content. The annual review will also help to ensure that policies remain relevant and active within the organization.

Further Recommendations

The BHL of Organization Y was unavailable to complete the consultation process. Thus, I will present the findings and recommended plan of action to a Walden University professor that has not been a part of this study. In preparation for presenting the work to the proxy BHL, I will provide a written executive summary and make a PowerPoint presentation that will be shared with the BHL via videoconference. There will be time allotted for the BHL to ask questions.

I will prepare the proxy BHL for the PowerPoint presentation by explaining the meeting's purpose. The proxy BHL will be informed that the purpose of the recommendations is not to blame the BHL or employees for frustrations but to discuss organizational factors that could be beneficial to the BHL, employees, and clients. I will specify that the BHL is the final decision maker for Organization Y and is the final decision maker with any of the proposed suggestions. I will ask in advance what the BHL hopes to gain from the results of the research and the recommendations to ensure alignment between what is expected and what I will deliver in the presentation.

As a BHL myself, I understand how personal a sole proprietor can feel as the owner of an organization. Suggestions for change in an organization can feel very personal, so reading the suggestions several times can help to depersonalize initial emotional reactions to the information. Every organization has challenges, frustrations, and areas of growth and improvement. How a BHL seeks, copes with, and adjusts to feedback determines how an organization will grow, adapt, and thrive.

At the feedback meeting, I will follow ten steps for completing the feedback meeting:

1. Welcome and brief introductions.
2. Review the agenda and goals of the meeting.
3. Describe the project, including your role and the role of the research.
4. Describe the focus of the research and research methods.
5. Explain that the issues are from broken systems, not broken people.
6. Describe the issues discovered in the research.

7. Describe the recommendations.
8. Decide on recommendations and actions.
9. Identify actions and learning.
10. Evaluate the meeting.

This research should examine how effective communication, both in terms of instrumental and informational support, contributes to telework employees' overall job satisfaction. Furthermore, future studies should aim to understand the role of teleworker support, including ICT technical support, in reducing psychological strain and increasing job satisfaction among remote workers. Thru examining the association between communication strategies and job satisfaction, researchers can provide valuable insights into the types of communication channels and support that are most effective in fostering positive employee experiences in a telework environment. Moreover, future studies should consider the unique challenges and opportunities that communication strategies may present in a telework setting.

For example, researchers should explore the potential barriers to effective communication in telework, such as limited social interaction and the absence of nonverbal cues. Understanding these challenges can help researchers develop strategies to overcome them and create a more supportive and collaborative telework environment. In conclusion, future studies on communication strategies for supporting telework employee services should focus on understanding the relationship between communication channels, frequency, and quality of communication and telework

employee productivity and job satisfaction. Recommendations for future studies on communication strategies for supporting telework employee services are as follows:

- Investigate how different communication channels, such as email, instant messaging, video conferencing, and virtual collaboration tools, contribute to task completion, project coordination, and overall productivity in a telework environment.
- Examine the impact of communication frequency on telework employee productivity and job satisfaction.
- Explore the role of instrumental and informational support in promoting telework employee well-being and job satisfaction.
- Determine the effectiveness of ICT technical support in reducing psychological strain and increasing job satisfaction among remote workers.
- Conduct cross-cultural studies to understand the similarities and differences in communication strategies and their impact on telework employee services across different countries and cultures.

Through conducting these future studies, employers and organizations can gain valuable insights into effective communication strategies that enhance telework employee productivity and job satisfaction. In addition to the above recommendations, future studies should also consider the role of organizational culture in shaping communication strategies for telework employee services.

By examining how different organizational cultures influence communication practices and preferences, researchers can identify the most effective strategies for

supporting telework employee services in different organizational contexts. Moreover, future studies should also explore the role of leadership and supervisor support in communication strategies for telework employee services.

Dissemination Plan

The plan for disseminating the results to the organization includes preparing an executive summary and PowerPoint presentation that detail project findings and recommendations. The summary and PowerPoint will be shared with the BHL via videoconference. During this meeting, there will be time allotted for the BHL to ask any questions.

Summary

In summary, the preliminary fact-finding meeting in September 2020 revealed several frustrations that impacted the mental health and wellness of the BHL at Organization Y. I have completed an overview of Organization Y, a literature review of factors contributing to mental health and wellness in BHLs, and conducted an analysis of the preliminary fact finding meeting and secondary documents utilizing the Baldrige excellence framework (National Institute of Standards and Technology, 2021). Based on the personal interview and related communication and documentation, I have proposed a recommended action plan to improve the organizational factors contributing to mental health and wellness in the BHL.

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