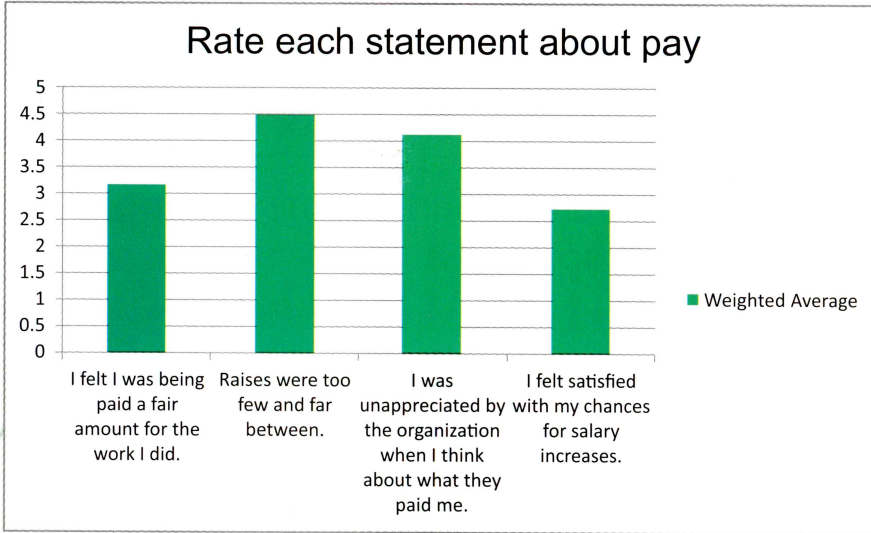


SUPERVISORS

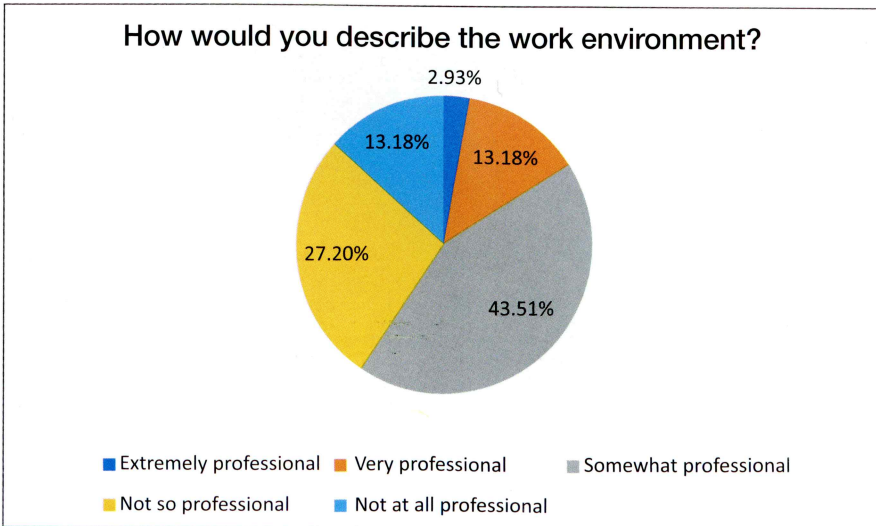
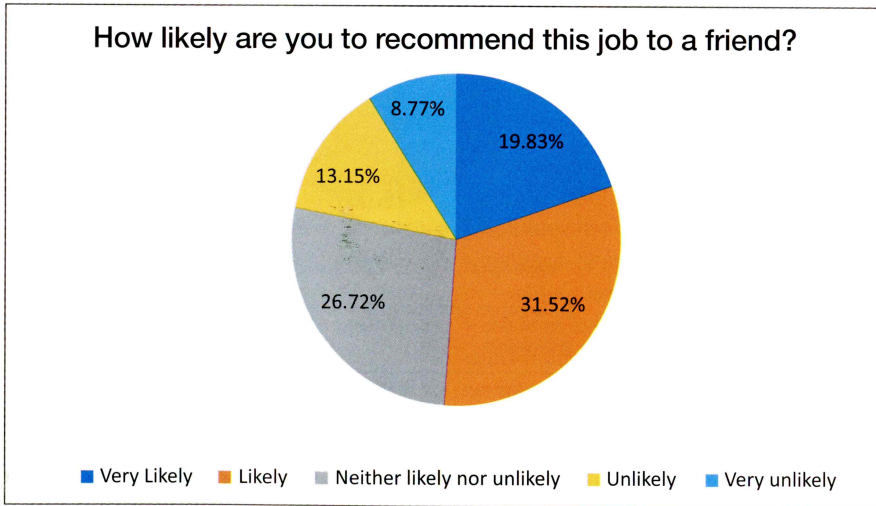
Supervisors were ranked seventh for what telecommunicators liked best about their jobs and were ranked second to improve retention.

It is important to keep in mind that telecommunicators from across the country responded to this survey. These findings reflect a general attitude.

Pay



Work Environment



Based on the responses, telecommunicators indicated that ECC supervisors lacked skills in performing leadership functions and showed little interest in the welfare of subordinates. Respondents rated “I liked my supervisor” as 3.86 out of 6. These findings demonstrate a good opportunity to improve job satisfaction, morale, intention to quit and perceived organizational justice by further exploring attitudes of telecommunicators as to their supervisors at individual ECCs.

Telecommunicators were asked to score four statements with a Likert scale of 1 to 6. The scores below represent a weighted average based on the Likert scale.

- A weighted average of:
- 1 = Disagree very much
- 2 = Disagree moderately
- 3 = Disagree slightly
- 4 = Agree slightly
- 5 = Agree moderately
- 6 = Agree very much

Here are the responses:

- 3.27 - My supervisor was quite competent in doing his/her job
- 3.28 - My supervisor was unfair to me
- 3.85 - My supervisor showed too little interest in the feelings of subordinates
- 3.86 - I liked my supervisor

Note: The rating scale was 1 to 6. In all areas, the score did not exceed 4.

FAIR TREATMENT

Fair treatment and organizational justice are important to employee satisfaction. We asked, “Were you treated fairly?” and respondents expressed: sometimes (37.58%), usually (30.06%), rarely (21.29%), always (6.47%), and never (4.59%). Overwhelmingly, telecommunicators did not believe that they received fair treatment all the time; 63.47% said they sometimes to never receive fair treatment and 36.53% expressed usually to always. Perceptions about fair treatment can be improved through clear roles, procedures for duties and grievances, improved communication, responding quickly to concerns, and transparency.

DISRUPTIVE BEHAVIOR

Perhaps due to the nature of the work, telecommunicators may exhibit behavior that is not perceived by others as professional. How supervisors deal with people exhibiting distributive behavior is part of how employees perceive fair treatment and organizational