

justice. We asked, “Did you feel that disruptive behavior was handled fairly?” and respondents indicated: rarely (34.94%), sometimes (25.31%), never (18.41%), usually (16.74%), and always (4.60%). Telecommunicators will respond differently in any given situation when confronted with disruptive behavior. ECCs should provide training for telecommunicators and supervisors to learn how to handle conflict and improve communication skills.

COMMUNICATION

Communication is a critical aspect of effective leadership and it was ranked third as an area that needs to be addressed in order to improve retention. Communication impacts all aspects of organizational effectiveness. In ECCs, communication usually flows top-down. Communication is linked to job satisfaction, organizational commitment and retention. These findings suggest that communication effectiveness is lacking in ECCs. Many telecommunicators did not feel that they understood the goals of the organization or their assigned tasks.

The nature of the issues with communication are not entirely clear. Communication issues could be due to areas such as organizational goals, promotion, policies, raises and other administrative functions. Centers concerned with communication should investigate areas that need improvement.

Telecommunicators were asked to rank four statements. 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:

- 2.43 - Communications seemed good within the organization
- 3.42 - The goals of the organization were not clear to me
- 4.06 - I often felt that I did not know what was going on with the organization
- 3.33 - Work assignments were often not fully explained

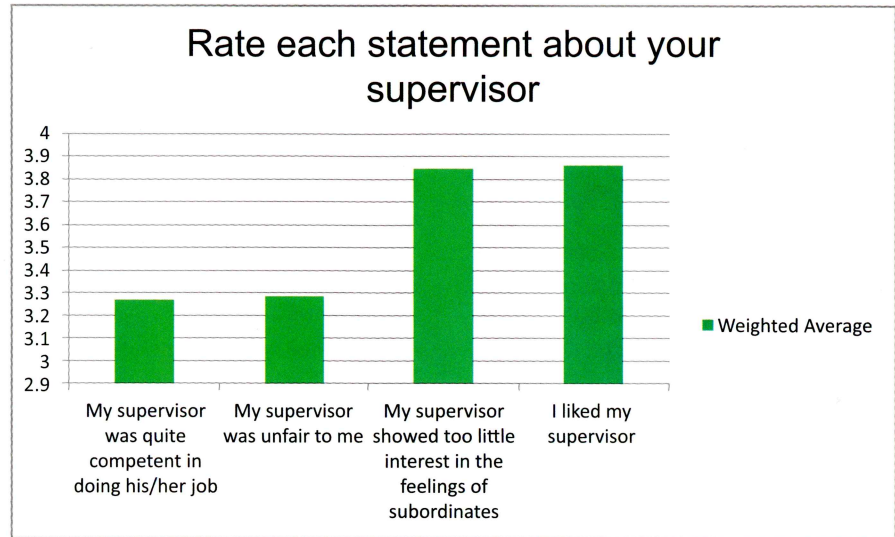
PROMOTION

Promotion has been shown to play an important role in the retention of

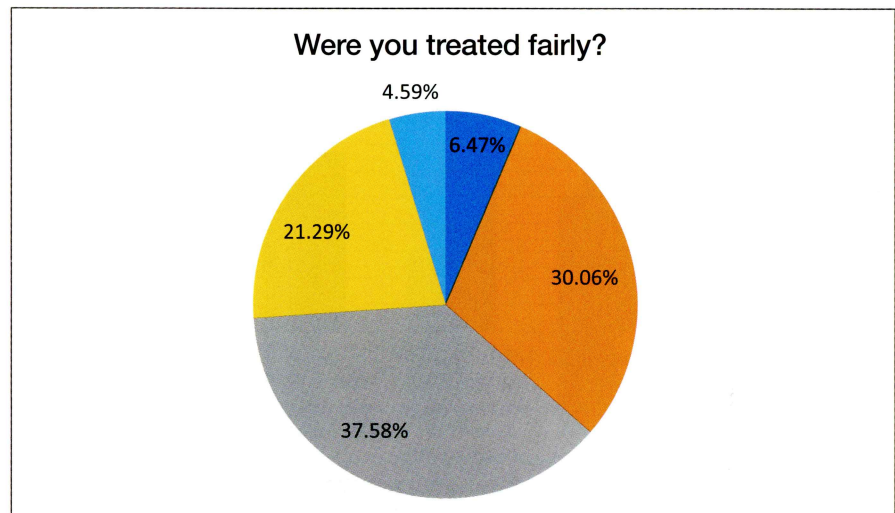
professional workers. Advancement opportunities or the potential for upward mobility within an organization is linked to retention.

It should be noted that ECCs have various staffing requirements and due to the size of a center, promotion opportunities may not be as likely due to the limited

Supervisors



Fair Treatment



Disruptive Behavior

