

RESEARCH PAPER ON EMPLOYEE MOTIVATION

Call centers play a crucial role in enhancing service delivery in the contemporary technologically advanced business environment. With the aim of achieving effective service delivery, value creation is an important aspect that enhances the success of call centers with the emphasis being laid on the value that is ultimately delivered to the customers. In the context of the review, Company ABC is an outsourcing company that partners with innovative technology companies to establish call centers. Such call centers strive to develop multi-channel customer experiences solutions that reduce the costs incurred in performing essential business tasks while optimizing the revenue of the clients.

In order to provide high-value services to their customers while improving the firm's performance, it will be important for the company to improve employee morale and motivation. To provide consultancy on the process of achieving this strategy, the company was analyzed through the use of observational methods. The research on the company depicted that employees were suffering from low morale and motivation. Such a situation was associated with such reasons as ineffective communication and inadequate incentive and rewards system that depicted inequality across different departments. The consultant later developed solutions to the issues facing the firm's performance. The consultative solutions proposed were aimed at addressing morale and motivation issues through the use of an emphatic approach to achieve long-term goals for the company.

Methodology

The collection of information to determine the situation at the company was carried out through different methods. Such included interviews that involved face-to-face discussions with the employees and the management. The employees were interviewed on such issues as factors that motivated them and if they thought that the company was doing its best to improve their welfare. Additionally, they were interviewed on the conditions of the workplace to determine if such conditions impacted their performance. Interviewing the managers enabled the consultants to gather information on the relationship established between them and the employees and the preferred performance levels for the organization. Interviewing as a method of collecting information had a number of advantages, including that it was possible for the consultants to gather reliable and accurate data to use for the analysis. In addition, it was easy to engage each one of the participants directly while ensuring that the consultants sought clarity on issues that were unclear. However, the main drawback of the interviewing method was that there were fears that some of the participants could not give truthful information while some of the employees had some fear to disclose some of their areas of dissatisfaction with the company. Such fears were also related to the reason that the information that the employees gave on subjective issues could be used by the management to implicate them in future. However, such drawbacks were solved by assuring them of non-disclosure of the information they gave and the enhancement of confidentiality in the research process.

In addition to the interviewing method, the research on the issues impacting the company involved collection of information through the use of questionnaires. Such questionnaires involved open-ended questions that were clear and concise to enhance the respondents'

understanding. The questions addressed issues related to the relationship between employee motivation and performance. The respondents included both the management and the employees so as to determine both perspectives of the problem facing the company. The questionnaire method was advantageous in that it gave the respondents the freedom to answer the questions at their will and that they could answer the questions at their convenience. Such an advantage led to the benefit of truthful answers to the questions as the respondents answered the questions at their will.

In order to come up with the solutions to the issues identified in the research, the consultants used literature review as a process of gathering information on the methods that are used for improving employee motivation to enhance performance. Past research studies are essential in giving theoretical advice to organizations on means of enhancing performance. Human resource management literature played a key role in the research on the key issues being addressed in this consultancy report.

Objectives

The consultancy project played a key role in carrying out a research that would address different issues identified in the organization. The main objectives of the research include the following:

1. To identify and examine the current underlying issues in the company and in particular the dynamics surrounding its performance.
2. To identify the human resource problems impacting the performance of the company.
3. To provide consultative solutions that would address the identified issues that lead to low employee and organizational performance.

4. To align solutions to the issues affecting company performance with the firm's strategic goals and objectives.
5. To highlight the challenges that the company could face in the process of implementing the recommended solutions.
6. To maintain professionalism, confidentiality, and fair treatment throughout the project in accordance to the ethical provisions in the accounting profession.

Introduction

All organizations strive to be successful in the contemporary increasingly competitive and globalized business environment. With this in mind, organizations irrespective of their size aim at hiring and retaining the best employees while acknowledging the crucial role that such employees play in achieving organizational success. So as to solve such challenges as those that derail organizational performance, the organization in this context needs to develop positive, as well as strong relationship with all its employees while ensuring that it appreciates their effort to attain high-end organizational performance. So as to achieve the organization's goals and objectives, the firm needs to come up with strategies that will enable it to enhance its performance while ensuring that it has the ability to grow and survive in the competitive marketplace. Additionally, the company needs to consider its human capital as the most vital asset that is capable of leading it to a point where it achieves optimal performance. In this view, it is important to ensure that employees are satisfied with the organization's jobs and that they are optimally motivated to perform their assigned tasks exemplary well while ensuring that they achieve the set organizational and strategic objectives.

Employees have many needs, which are usually competing against themselves with each one of the employees having a varying strength and mixture of needs as some of them are driven

by success while others pursue job security. In a situation where managers are able to comprehend, forecast, and regulate employee behavior, they should also gain a good understanding of what really improves such employees' motivation. Asking the employees how they perceive about particular aspects in the organization provides an objective evaluation of their needs. The closer each employee relates their perception to their real needs, the higher the probability that they can be influenced to acquire some specific behavior that will enable them to improve their performance. In this view, motivation and employee performance are crucial tools that the company in this case can use to attain long-term success. The consultancy report in this context aims at carrying out a detailed analysis of the key drivers of employee motivation, which will in turn lead to the development of a strategy that will improve employee performance and ultimately the overall organization's success.

Identified Issues

The research at ABC Company led to the identification of different issues whose solution will lead to higher performance for the company. On one hand, it was identified that the overall company's performance in value delivery to the customers was low and had depicted a declining trend for a significant amount of time. Additionally, the research found out that the main cause of the low performance was low employee motivation and morale across different departments.

Following the identification of these issues, the researchers sought the main features that depicted that employees had low motivation and morale. The management informed the researchers that the number of conflicts and grievances had increased for a significant amount of time. Such grievances were related to reduced dissatisfaction of the employees with the work conditions, as well as the assigned tasks. In addition, some of them were complaining amount the management tactics applied by the supervisors. In addition, the researchers found out that the

company had been reporting high rate of absenteeism and subsequently employee turnover with most of the employees who were frequently absent from work ultimately quitting their tenure of employment earlier than had been expected by the firm. Most of the employees attached low performance to low motivation citing reasons of increasing dissatisfaction with some of their counterparts at the workplace, as well as the managers. Nevertheless, it was identified that the company was offering employees a working conditions that were not satisfactory as a result of which most of the employees resulted to frustration.

In relation to employee motivation, it was noted that employees were significantly demotivated to work towards the achievement of the organizational and strategic objectives. Such an observation was noted through a number of observations, including poor personal engagement among the employees, as well as between them and the management. Such had led to poor communication between the employees and the management with the later creating a communication gap with the employees. The evaluators in this area noted that most employees felt detached from the management and that they could rarely engage in open communication with their supervisors and the managers. In addition, the evaluators noted that employees were worried about the lack of clear objectives and thus, direction in the company. Since objectives give direction in an organization, lack of such clear goals may lead to employees' detachment from the required course of business in the organization. Other employees expressed concerns that they were offered uninteresting work; they had the view that they were not being stimulated and developed and thus, they had the feeling that the work they were offered was not empowering them and enlarging their roles to enhance growth. To cap it all, employees expressed concerns of poor feedback and recognition by the management. They felt that the management did not ensure equality in rewarding employees for their efforts towards the

achievement of the set objectives while others were concerned that they were not accurately rewarded for their performance. All these factors aggravated the situation leading to a declining trend of employee motivation and ultimately to reduced productivity in the overall company.

Recommended Course of Action

Strategies to Improve Employee Morale

Employee morale refers to the total satisfaction that an individual derives from their job, team, superiors, workplace environment, as well as the organization that they work for (Dessler, 2012). It basically links to the feeling of happiness, comfort, and ultimate satisfaction. From this view, it is generally a mental condition that directs their attitudes towards the organization, work counterparts, and the management. With this in mind, employee morale is a combination of their attitudes, opinions, and views that are identified in their workplace and thus, exhibit their feelings towards each other and towards their superiors, and work conditions. A good example of morale is the employees' attitudes towards their job (Michalski, 2011). As a result, high employee morale leads to determination, which is an essential element in the achievement of the set objectives, which leads to job satisfaction.

One of the ways of improving employee morale at the company is to listen to employees. Such will be a proactive means of encouraging employees to inform the management about their concerns. The organization's management should acknowledge the issues faced by employees and be motivated to work towards them (Rees & Smith, 2014). Of critical importance is publicizing across all levels of the company that employee feedback is highly encouraged and that their ideas are highly valued. The managers in the company need to be available, approachable, and visible so that they can gather and respond to employee queries. It is important to enhance face-to-face communication with the employees to encourage such high-

end engagement with them and understand their concerns. Additionally, it is important for the management to support and believe in activities that encourage listening, such as surveys that involve regularly scheduled surveys that should be used to communicate changes within the company (Michalski, 2011). Encouraging listening will act as a good means through which communication between the management and the employees will be opened.

Another step to enhance employee morale is to communicate the company's solutions to employee concerns and business issues (Festing & Royer, 2008). Such a strategy involves communication and succeeds the listening strategy that should have led to a wide range of ideas and employee feedback. In this strategy, it would be important for the company to ensure that it builds a shared understanding of its future, which will include objective means to address business aspects. Additionally, it is through this strategy that the company's management will aim at addressing the concerns that were expressed by the employees at the listening stage. Such would achieve a shared understanding of the different issues facing the company (Dessler, 2012). The managers will also need to create opportunities that will ensure dialogue, which will in turn achieve better levels of employee engagement. It is at this stage that the managers will need to assure the employees that they will receive timely and truthful information from them. They need to show employees their willingness to engage them on any of their concerns while making it comfortable for such employees to ask questions while providing ideas as to what solutions should be adopted.

Additionally, the company can enhance employee morale by recognizing their accomplishments. It is important for the management to emphasize on success stories even at the most basic level in the company. Such successes should be followed by recognition of employee accomplishments, which will lead to improvement of their morale (Festing & Royer, 2008).

Through the use of this strategy, the managers identify successes within the workplace and recognize and thank the contributors for their efforts to the achievement of the set initiatives. All efforts in this strategy should identify and recognize simple wins, such as meeting tight deadlines. Such recognition may be in terms of formal initiatives such as holding recognition programs, as well as offering rewards such as bonuses to the employees. Additionally, informal gestures such as a warm “thank you” for achievements play a great role in recognizing employee performance (Dessler, 2012). Other recognition activities include public recognition of employees and work groups who perform exemplary well. Improving employee morale will ensure that the employees contribute optimally to the achievement of organization objectives.

Strategies to Improve Employee Motivation

Motivation entails the general willingness or desire that leads to the force that drives an individual to do things the way they do (Dessler, 2012). From a psychological point of view, it is an internal need that inspires an individual to take a given action. To be in a position to motivate employees, leaders and managers need to understand what really motivate them, as well as what inspires them. Ensuring that employees are motivated is a crucial element not only for optimizing their performance, but also improving their skills and retaining the best employees. The ability of Company ABC in this case to enhance employee motivation will not necessarily require more money, as long as the company’s management has the willingness to remain flexible and think in a creative manner.

One of the key strategies of improving employee motivation is to improve communication. The company’s managers need to ensure open communication between them and their subordinates (Perkins & Shortland, 2006). Such a strategy will ensure that the gap between the managers and the employees is closed and that employees can interact more freely

with the managers. In such a situation, both parties will be able to engage each other while exchanging useful ideas, which will ultimately result in better decision-making and problem-solving capabilities. In addition, employees will feel more open to express their views and any concerns to their managers. With this in mind, encouraging open communication will enable the company to improve its productivity by creating a consultative environment where employees will work comfortably as counterparts with the managers.

Furthermore, the company could personalize employee recognition to improve employee motivation. Such a process will involve allowing the employees to make individualized choices on rewards (Dessler, 2012). The strategy will keep employees more free to choose rewards according to their preferences. They might be motivated to improve their performance when they are in need of a specific reward. Such a desire for better rewards will be followed by actions that will call for better performance to achieve such rewards.

The company could also start an employee-shareholder program that will enable employees to own part of the firm by buying the company's stocks (Perkins & Shortland, 2006). Such a program will encourage employees to feel as part of the company, which will in turn give them a desire to grow their investment and thus, ownership of the company by achieving more success. It will lead to more motivation for the employees to perform better with the aim of improving the company's performance and value and ultimately the value of their improvement.

Delegation of authority and responsibility is also an important strategy through which the company can improve its employees' motivation. Employees who are offered the chance to undertake additional and more challenging tasks outside their routine schedule of activities will feel that they are of greater value in the company, which gives them a more sense of beginning (Perkins & Shortland, 2006). They will thus, be driven towards performing better to achieve

more individual growth while creating more opportunity to handle additional tasks within the organization, which could also add to their professional and career growth.

In addition to these strategies, a healthy and safe work environment acts as a motivating factor in the contemporary organization setup. It is important for the company to ensure that employee health is guarded in the course of their operations within the firm (Festing & Royer, 2008). In addition, they need to be protected from injury and risky aspects to their lives. The strategy of enhancing a safe and healthy workplace enables employees to have the feeling that the organization takes care of them and thus, values their efforts. In return, they would work harder to achieve better outcomes following the objectives set by the company.

The formulation and implementation of fair and accurate compensation and reward schemes is a vital strategy to ensure that the company enhances its employee motivation (Festing & Royer, 2008). It is important for the company to ensure that it has effective performance management systems that will measure each employee's performance accurately. Subsequently each one of the employees should be rewarded commensurately to their performance within the firm (Dessler, 2012). Such a strategy will encourage better performance as each employee seeks to achieve better performance so as to maximize their compensation and other non-financial rewards. The increasing motivation and morale of the employees in the company will go a long way to achieving benefits for all the company's stakeholders.

Corporate Implications

The research conducted in this consultancy procedure led to the identification of a number of issues that are impacting the company's performance. Through such a process, the company's management has the knowledge of the specific areas that require improvement and the strategies that could be applied so as to ensure such improvement. The research also achieves

the objective of coming up with strategies that could be adopted to improve employee motivation and morale, which in turn results to increased ability by the company to enhance employee welfare thus, adding to their contribution towards the achievement of success for the organization. By improving employee motivation and morale through the strategies outlined in this analysis, the company will achieve a number of benefits that will mainly be attributed to the strategies identified in prior sections of this report.

The implementation of the outlined strategies will enable the company to enhance its productivity. The employees will be more motivated to work and achieve the set organizational goals and objectives. As a result, they will work with the aim of optimally achieving the set objectives, which will in turn earn them the recognition of the company and its management.

Additionally, the development and maintenance of employees with enhanced morale will lead to hiring and retention of highly skilled processes. As the company gives employees morale and a reason to work there, it improves its reputation. As a result, it will be able to attract high-end skills and competencies that will be willing to work for it. In instances where such employees are hired by the company, they will be motivated to stay longer in the company and thus, will be retained in the long run. In this view, applying the strategies recommended in this report will enable the company to enhance its competitive advantage in the increasingly competitive market.

Additionally, the strategies applied will enable the overall organization to attain its main objective of creating value for the customers. Through employee training and development with the aim of improving their motivation, the company will equip them with better skills that will enable them to contribute better ideas towards decision-making and problem-solving processes.

As a result, they will use such ideas to provide better services for the customers, which will ultimately achieve the objective of consumer satisfaction.

The encouragement of open communication and interaction between the management and the employees acts as a means of encouraging teamwork within the company. In this view, the managers and the employees will work as a team to pursue common objectives (Perkins & Shortland, 2006). Consequently, they will be able to come up with better ideas to help in decision making and problem solving. The firm will ultimately have all its strategies and operation dynamics directed towards higher productivity in the long run.

Conclusion

The contemporary business organizations operate in an increasingly complex market environment. Such complexity can be related to increasing advancements in information technology, increasing competition, as well as globalization. Additionally, due to changing consumer tastes and preferences and the competition in the global market, firms aim at satisfying the needs of the consumers to achieve competitive advantage. The achievement of such objectives is done through the employees, who act as the most crucial capital in the organization. The achievement of success in the modern world is defined by the performance of the employees and ultimately the overall organization. Company ABC in this context identified that low employee motivation and morale are the causes of low production. The company will improve such issues by ensuring that it applies strategies including encouraging open communication between employees and the management, ensuring a fair and equal compensation and reward scheme, as well as achievement recognition. Improving employee morale and motivation will ensure that they are directed towards performing optimally so as to gain from the organization's recognition thus, ultimately improving the overall organization's performance.

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