

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

**Analysis of employee satisfaction levels at call center
company "Affiliated Computer Services Inc."**

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DIPLOMA THESIS ASSIGNMENT

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Economics and Management

Thesis title

Analysis of employee satisfaction levels at call center company "Affiliated Computer Services Inc."

Objectives of thesis

Review the scientific literature on the issue of satisfaction factors of employees;
Describe the factors that influence employees dissatisfaction;
Development of programs that are aimed to reduce staff dissatisfaction and increase motivation.

Methodology

Theoretical analysis of the scientific literature on the research;
Survey method that collects quantitative and qualitative data. Questionnaire helps to measure some parameters for a group of people and make comparisons between groups;
Interviewing method for gaining detailed information about the company work avoiding open-ended questions and showing managerial view on the current situation.

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Declaration

I declare that I have worked on my diploma thesis titled " Analysis of employee satisfaction levels at call center company "Affiliated Computer Services Inc." by myself and I have used only the sources mentioned at the end of the thesis.

As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 28.11.2016 _____

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Souhrn

Jednou z nejdůležitějších a nejtěžších úloh managementu je zajištění stability řízení společností a organizací v tržní ekonomice. V současné době nestabilita ekonomického růstu se přímo projevuje nespokojeností zaměstnanců. Společnosti po celém světě řeší problém, jak motivovat zaměstnance, aby zůstaly v podniku co nejdéle.

První část práce je teoretická a skládá se převážně z rešerše literatury, základních konceptů způsobů motivace k práci a klíčových faktorů spokojenosti, a taktéž obsahuje vysvětlení obecných teorií motivace, jakož i jejich uplatnění v podnikové praxi.

Druhá část popisuje charakteristiky společnosti Affiliated Computer Services Inc. Charakteristika je zaměřená především na zaměstnance pro identifikaci potenciálních zdrojů nespokojenosti zaměstnanců a důvody klesající úrovně spokojenosti.

Výsledkem práce je strukturovaný motivační plán pro zlepšení stávající úrovně spokojenosti v Affiliated Computer Services Inc. a byly předloženy nové způsoby motivace zaměstnanců.

Klíčová slova: Affiliated Computer Services Inc., motivace, faktory nespokojenosti, pracovní spokojenost, pracovní výkon, stimulace, zaměstnanci.

Summary

One of the important and difficult problems of management is to ensure the stability in the operation of enterprises and organizations in a market economy. Today, the instability of economic development is directly manifested in the growth of staff dissatisfaction. Companies around the world are considering how to attract and motivate people for staying longer within the company.

The first part of the work is theoretical part which is composed mostly of literature review, the basic concepts related to the issue of motivation to work and key satisfaction factors, contains an explanation of general theories of motivation as well as their application in business practice.

The second part describes the characteristics of the company Affiliated Computer Services Inc. The characteristic is mainly focused on employees to identify potential sources of employee dissatisfaction and reasons of decreasing satisfaction level.

As the outcome of the work was created a structured motivation plan for improving current satisfaction level at Affiliated Computer Services Inc. and were provided new ways of employees motivation.

Keywords: Affiliated Computer Services Inc., motivation, dissatisfaction factors, job satisfaction, work performance, stimulation, employees.

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1.Introduction

Improving managing system is an important condition for successful problem solving. It is hard to argue with the fact that the staff of the organization is the main resource of the company. Most of leaders were convinced of the importance personnel policy, as no matter how good the idea was, staff brings it into reality. Only well-chosen team is able to help and resolve the company serious problems.

One of the important and difficult problems of management is to ensure the stability in the operation of enterprises and organizations in the economic crisis, and the decline in the most negative effects of the phenomenon of recurrence. Today, the instability of economic development is directly manifested in the growth of staff dissatisfaction in organizations of all types and forms of ownership.

Employees' motivation is one of the main topics in human resources management, since it reveals the direct cause of their behaviour. Orientation of workers to achieve the goals of the organization is essentially top task of personnel management. Nowadays for the efficient operation of an organization requires a responsible and highly efficient employee, organized and eager to reach top results. For reaching such results companies should apply new incentives, which totally differ from strict external controls and penalties. Only those people who understand the meaning of their activities and strive to achieve the goals of the organization can expect to receive good results.

Staff demotivation decreases many performance indicators and spread around all workers. It reflects first of all on profit loose due to training process and slow entry of newcomers into production process. Detractors worsen atmosphere in the team, which prevents the creation of the productive, goal-oriented team. This situation is a serious signal to the leadership of need to understand the processes occurring in the company.

Staff is the most valuable and important part of society's productive forces. Overall performance of the company depends on the skills of employees, their placement and use, which affects the volume and growth rate of manufactured products, the use of material and

technical means. Accurately people largely effect on the results of production activities. At the level of individual organizations instead of the term "work force" often use the terms "staff."

Therefore, the path to effective management is leading through the understanding of employees' motivation. Only knowing what motivates a person can be used for developing an effective system and methods of human control.

Staff motivation largely determines the success of the organization as a direct activity and economic development in the country, the welfare of the people that determines the relevance and importance of studying the problems of staff motivation.

2. Aims and methodology

2.1 Aims

- Review the scientific literature on the issue of satisfaction factors of employees;
- Describe the factors that influence employees' dissatisfaction;
- Development of a program that is aimed to reduce staff dissatisfaction and increase motivation.

The object of the final work is main satisfaction factors.

The subject of the final work is factors that are influencing dissatisfaction of employees at Affiliated Computer Services Inc.

2.2 Methodology

- Theoretical analysis of the scientific literature on the research;
- Survey method is a questioner that collects quantitative and qualitative data. Questionnaire helps to measure some parameters for a group of people and make comparisons between groups;
- Interviewing method is a tool for gaining detailed information about the company work avoiding open-ended questions and showing managerial view on the current situation.

3. Literature review

3.1 Motive and motivation

Nowadays in management it is becoming important to pay extra attention to motivational aspects. Motivation is a key mean of ensuring optimal resource use, optimization of available human resources potential. The main objective of the motivation is receiving maximum labour efficiency, which improves overall performance and profitability of a company. Uniqueness of human resources management is it observe role of each individual employee. Therefore, changes ration of incentives and requirements that can be used for stimulation. Companies apply financial and non-financial methods of motivation.

Motive means causes of certain human actions. The motive is "inside" a person and has "personal" nature depends on many external and internal human factors (Rumiantseva & Salomatina, 1997). Motivation is a management tool when employer applies certain approach to stimulate employees to achieve company's goals.

The effectiveness of motivation, as well as other problems in the management activity, always linked to a specific situation. The aim of the motivation is to create a set of conditions that encourage the person to the implementation of actions aimed achieving the goal with maximum effect. In personnel management motivation is the process of activating employees' motivation and incentives for their motivation to work effectively (Frey & Osterloch, 2002). In this regard exist several synonymous terms that are used, for example stimulation.

Motivation is a process where exist worker motive (internal motivation) and stimulations (external motivation) for enhancing work productivity. Initial goal of motivation is to implement a system of actions to achieve maximum outcomes. Currently organization of effective motivation system is one of the important and at the same difficult part in each management. Typical issues that occur in the company are:

- High staff turnover
- Low performance level
- Uncertain career ladder
- Poor investment in education and trainings

- Lack of communication between workers and managers
- Overestimated expectations

During continuous time was supposed that the only sufficient way of motivation to effective work is financial rewards. Taylor had developed organizational system that shows correlation between productivity and financial rewards. However, Mayo's experiments in Hawthorne showed that physiological factors reflect on workers' productivity.

The main goal of management in present time is the increasing role of the individual employee. Employees in organizations are usually much more educated and ambitious than in the past, so the motives of their work more complex and difficult to influence. There are lots of ways for development of an effective mechanism employees' motivation to work.

Exist several theories which are based on the study of human needs, main motive for their conduct and hence the activity. Main representatives of those theories are Abraham Maslow, F. Herzberg and David McClelland.

The other theoretical approach refers to the distribution of workers efforts and choice of a certain type of behaviour to achieve specific goals. These theories include expectancy theory, equity theory and model of Porter - Lawler.

3.2 Maslow – Hierarchy of needs

According to Maslow (2011) the basis human behaviour needs can be divided into five groups:

- Physiological needs necessary for human survival: water, food, rest, etc.;
- The need of security and confidence in the future - Protection against physical and other hazards of environment and belief that physiological needs will be met in the future;
- Social needs - the need of communication with people and sense of support;
- The need of respect and recognition among others and desire of personal achievement;
- The need of self-expression - the need of own growth and self-actualization.

The first two groups of needs are primary and cannot be avoided and three others are secondary. According to Maslow's theory, all of these needs can be arranged in a strict hierarchical order in the form of a pyramid, the base of which are primary needs, and the top is secondary. Maslow's hierarchy of needs is illustrated in Figure 1.

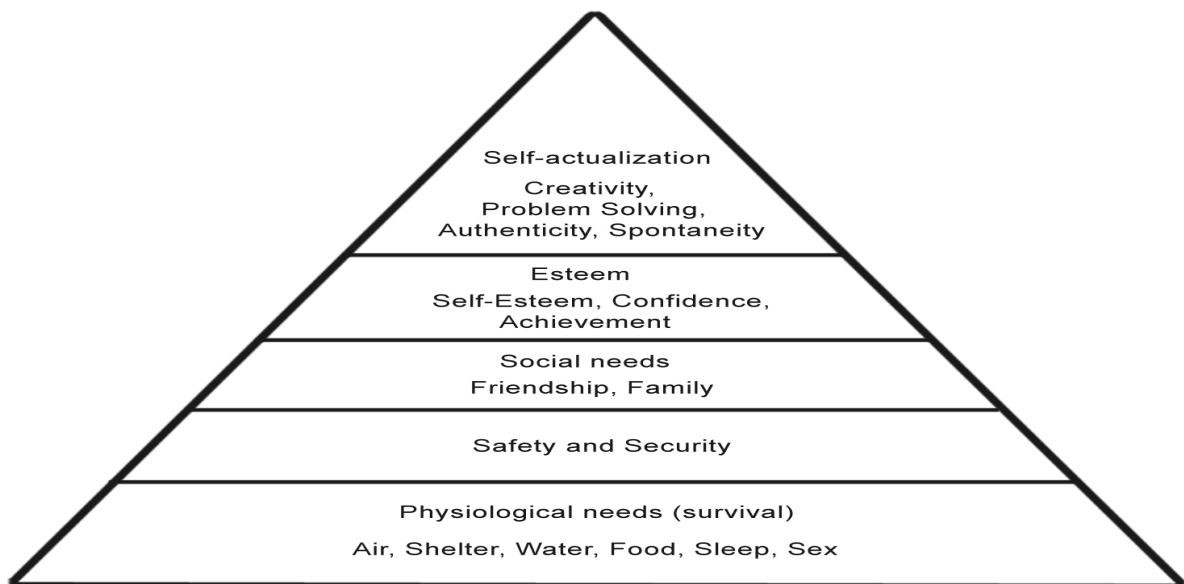


Figure 1. Maslow's Hierarchy of needs.

The meaning of such a hierarchical structure that the priorities for human needs are at lower stages and it affects people motivation. Human behaviour is dedicated to fulfil primary needs (first two levels), and then stimulation factors become all other three stages of needs. The need of self-expression and self-actualization can never be completely satisfied; therefore, the process of human motivation through the need is infinite.

Manager's duty is carefully monitoring his subordinates in a timely manner to find out what kind of need motivate each employee and decide to improve staff performance. Management structure in the company should cover all aspects of pyramid for being able to motivate employee for productive and efficient work.

3.3 McClelland – Human motivation theory

Development of economic relations and the improvement of the control played significant role in the theory of motivation given to the needs of higher levels. Representative of this theory is David McClelland. McClelland (1987) states that the structure of high-level needs consist of three factors: desire to succeed, desire of power and desire of recognition. In his opinion some people have a strong need for achievement, others for power and finally there is a group that desire recognition. High achievers tend to perform better for satisfaction for doing something better or just to show that they are more capable of doing something. They prefer to work with tasks, which are challenging and they actually perform better with those kinds of tasks.

In such case success is not evaluated as a praise or recognition from colleagues, more as a personal achievement due to high involvement into work, willingness to participate in decision-making and bear personal responsibility for outcomes. The desire of power is not only indicator of ambitions, but also detector of ability to work successfully on different management levels in organizations. The desire of recognition is ability to be an informal leader with own opinion and be able to convince others to particular idea. According to the McClelland theory, people who seek for power must satisfy their need while occupying certain positions in the organization. Managing these needs is beneficial as it assists for preparing workers to a new position with help of additional certification and professional courses. Such people have a wide range of friends and seek ways for expanding it. Thus, managers should support such willingness from the early start.

3.4 Herzberg – Two factor theory

Motivation theory of F. Herzberg appeared due to the growing need to find out the effect of tangible and intangible factors on human motivation. Frederick Herzberg's two-factor theory has created a model that shows the job satisfaction. Herzberg's model is presented in Figure 2.

Hygiene factors	Motivational factors
Pay	Recognition
Company and administrative policies	Sense of achievement
Fringe benefits	Growth and promotional opportunities
Physical Working conditions	Responsibility
Status	Meaningfulness of the work
Interpersonal relations	
Job Security	

Figure 2. Two-factor model of Herzberg

The first group of factors (hygiene factors) is associated with self-expression, personal needs, as well as working environment. The second group of motivation factors related to the nature and essence of work itself. Hygiene factors F. Herzberg; meet the physiological needs, security needs, and confidence in the future.

Herzberg states that job satisfaction and dissatisfaction are not opposite (Herzberg, 1968). Herzberg suggests that satisfaction and dissatisfaction are produced by different factors. People are satisfied at their work with factors related to job nature. Those factors contain achievement, recognition, responsibility, interest to work and growth. Factors that make people disappointed with their work are hygiene factors. In Herzberg's research the most frequently chosen factors, which led to satisfaction were achievement and recognition, while the most frequently chosen factors, which led to dissatisfaction were company policy and administration.

3.5 Vroom - Expectancy theory

Motivation level of employees towards to work in an organization depends on their perceptions about their ability to perform a tasks and possibility of achieving this goal. According to expectancy theory motivational effect is achieved when worker evaluate the reality of achieving certain goals and desired compensation. The theory shows dependence of efforts being made by the individual, then from the awareness of possibility achieving it and the desirability of accomplishing (Vroom, 1995).

Vroom (1995) states that the approach is based on the use of three interrelations:

1. The relation between work input and results - estimated subjective expectation that the expenditure of a certain amount of effort will yield the desired result.

2. The relation between result and its expectation – estimation of worker confidence level that achieved results in certain area will reflect into desired results.

3. Valence of reward – reward which can be obtained as a result of the work. It is considered as a target or an individual need.

Expectations can be considered as an estimation of event probability. It is measured by the individual with subjective probability, which takes the value "1" in the case of absolute certainty that event will occur, and "0" - in case event will not occur. Therefore, probability ranges from "1" to "0" depending on the degree of confidence the event will occur.

The approach shows that motivation level can be quantitatively measured. Considering motivation as a formula, where P1 is possibility that an employee will be able to achieve desired result by providing needed input; P2 - a subjective assessment of considered remuneration with achieving desired result; and P3 - a subjective assessment of remuneration in accordance to employee needs. Considering all components can be measured motivation level by formula:

$$M = P1 * P2 * P3$$

The formula demonstrates that motivation can be higher than 0 in case when all 3 factors are followed: tasks can be accomplished, employer complied all obligations and employee remuneration is desired and expected.

According to the expectancy theory is a primary condition of motivation as well as behaviour type. Expectancy theory explains that employees' behaviour is determined by:

- Leader who stimulates the employee in certain conditions;
- An employee who believes that in certain conditions, they will receive a reward;
- Employee and supervisor who admit that due to certain work they will receive certain compensation;
- Employee that matches the size of remuneration to the amount of required specific needs.

Overall it means that for improving and increasing quality of work manager should observe and appraise it, moreover he should have an ability to satisfy employee's needs.

3.6 Rawls – A theory of justice

In the theory of justice, as well as in Vroom theory, is reviewed the relation of the result and reward. The difference is that the result and reward of an employee are considered in connection with the remuneration received by other employees. If a person considers his reward is equal to the reward of other employee then he believes he is treated fairly. If remuneration is perceived as fair, then employee keeps working the same. If appears that the remuneration of workers is different, then the person has a psychological tension: he believes that it was "underestimated" or "overestimated" (Rawls, 1965). In this case workers usually tend to change current situation. As a result, the following reactions arise:

- Reduce personal contribution, intensity and quality of work
- An attempt to increase payment, improve working conditions, ask for promotion
- Overestimation of capabilities, reduction of self confidence and belief that current remuneration is reflecting highest possibilities of a person
- Attempt to influence a manager with intention to change payment to certain employees or to spread the work load
- Attempt to move to other organisation or department

3.7 Adams – Theory of equity

The theory of equity explains fairness of evaluation of personal input, which affects on motivation. Workers evaluate their outcomes in the relation of inputs and judge the fairness of the relation. Main personal inputs are time, experience, abilities, education and seniority. The main outputs are payment, status, satisfaction and benefits. Adams (1965) suggests that workers do not compare the amount of personal input and output but also make social comparison with other employees. Each employee estimates ration of individual output to individual input comparing with others output to others input.

Main concerns are:

- What is given to organization? Ex. Education, knowledge.
- What company will provide for completion of a task comparing to other employees? Ex. Salary, benefits.

Due to comparison of outcomes each worker creates a ration where correlate fairness between him and rest employees. When worker encounter with inequity he tries to reduce personal input. The consequences are following:

- He starts work less intensive, spending significantly less effort as he did before (no intention for providing top performance for such remuneration);
- Attempt to negotiate about salary and monetary reimbursement;
- Overestimation of capabilities and reduction of self-confident;
- Intention to spread load between other employees or adjust payment rate;
- Intention to change current department or organization

The theory of equality does not intend to improve efficiency of the organisation if overall level of performance is low. The other way round, if level of performance is high then theory of equality is sufficient motivation factor for productive operation of whole organisation.

3.8 Porter and Lawler – Model of motivation

The theory of motivation of L. Porter - E. Lawler is a combination of elements of the expectancy theory and the theory of justice. The model shown featured five variables: the effort, perception, results, reward and satisfaction.

According to the model defined that results achieved by an employee depends on three variables: efforts, abilities and personal characteristics, as well as awareness of his crucial role in the working process. The level of effort depends on reward and correlation between personal input and remuneration. When required performance level reached then it can lead to inner satisfaction (satisfaction due to performed task) followed with external rewards. The correlation between performance and external remuneration means that there may be a link between performance of an employee and provided rewards. The correlation between performance and reward perceived as fair and used to show that in accordance with the theory of justice, people have their own assessment of the fairness and rewards issued for certain results. Satisfaction is a result of internal and external rewards with regard to their validity; it is a measure of how valuable the reward. This assessment will influence the perception in future situations (Porter & Lawler, 1968).

3.9 Taylor - Productivity theory

Taylor (1997) suggests that people are driven by the desire to meet the growing needs, therefore exist need to provide the opportunity to earn money. Model is based on standardized spent time for each type of work or certain operation. These standards were obtained empirically from observations of other workers. When one worker reaches a higher productivity than he provided before then he gets higher payment. This enabled people to perform their work better for getting more rewards. At the same time, when worker unable to perform task properly then payment is getting reduced, which force to work at maximum capabilities (Taylor, 1997).

Management principles by Taylor:

- Creation of effective methods of work based on scientific analysis of spent time on a task and input from worker's side;
- Ensure compliance of with standards;
- Locate workers so they will provide maximum results from performed work;
- Remuneration should base on results;
- Ensure to have friendly relationship between manager and worker.

Taylor states (1997) that for identifying labour standards manager should provide enough time for completing certain task. Then can be determined standards and establish further correlation between performed task and its remuneration.

3.10 Mayo – Human relation theory

Mayo (1933) states any organization has a unified and integrated social structure where next main points are followed:

- People are mostly motivated by social needs and feel their individuality through their relationships with other people;
- Because of the industrial revolution work as a process keep losing attractiveness, so a person seek satisfaction in social relationships;
- People are more responsive to the social influence of groups who are on the same level with them, rather than the impulses and control measures pushed from the leadership;
- Worker will follow internal regulation and policies if manager can meet the social needs of its employees and their desire to be listened.

Primary goal for management is developing not only formal communication between workers but support informal contacts. Worker as a group have a desire to create their own standards, values and attitudes for establishing a strict social control over the behaviour of individual members during working process.

Informal groups are naturally created social formations, overgrown behavioural framework created by the formal structure of the organization. Mayo (1933) insists cooperation factor is an extremely important factor in the group and can be compared with management. The informal relations in the production process were recognized as a powerful organizational force capable to organize a turnout or facilitate to achieve managerial goals. Therefore, informal relations should be a focus area for company and managers should learn how to cooperate.

3.11 Methods of stimulation and motivation

Methods of stimulation of personnel can be diverse and depend on general management system. Main motivation technics can be classified: 1) economical, 2) administrative, 3) sociopsychological. Depending on company's direction the technics should be classified: 1) Economical methods which include intensives, salary, bonuses and that clearly shows correlation between certain performed task and remuneration. Where worker receive a plan that can be controlled, then evaluated and worker receive appraisals or fees for quality of work; 2) Administrative which is based on directive set of tasks and goals. This method is positioned on following rules and principles, subordination according to hierarchy and etc., which clearly define rights, responsibilities. 3) Sociophyological methods are used to increase social activity of employees. This method affects social, esthetical and other interests of employees.

There are several ways and methods which considerate as decent motivation paths:

1) Salary is a compensation that evaluates personal input of employee and characterizes the contribution to organization results. For attracting and engaging productive and effective employees it should be competitive in comparison with the same position in other company. Wage determined according to education, personal qualification set of abilities, achievements and includes various bonuses. Wage always concerns as primary motivation mechanism, but constant raise of a salary do not mean rise in employee's productivity and effectiveness. This method could be applied when company need to increase productivity in short term, because employees get used to it and motivation keep decreasing after that.

2) Goal is directed behaviour and strategic feedback that is expected to enhance organizational performance (Chenhall 2005).

Setting up goals for employees:

- Help focus attention and efforts on particular area;
- Compare progress with target;
- Reflect the motive and stimulus of specific worker.

Goals should be:

- Measurable
- Precise
- Controllable
- Supported by organization
- Defined with a time range

3) Internal benefits for company employees:

- Providing meal vouchers, fitness cards
- Selling company products with a discount
- Subsidizing travel cost to work
- Extra insurance

4) Intangible benefits:

- Flexi shifts
- Increase vacation days due to working achievements
- Involving into management processes

4. Characteristics of analysed company

4.1 History of the company

Affiliated Computer Services Inc. (ACS) provides information technology services together with business process outsourcing solutions to businesses, agencies and non-profit organizations. ACS is American company, based in Texas and were founded in 1988. ACS now operates in 100 countries and employs approximately 74,000 people. In 2009 Xerox Corporation decided to acquire ACS.

From the early beginning Affiliated Computer Services Inc. was created as data service provider to the financial industry, but then it led to expansion into communication, education field with addition to government and health transportation industries and etc. (ACS official website, 2016).

4.2 Company structure in Prague

ACS sro Czech Republic was opened in September 2014. The new opened office was dedicated to provide support to customers who face with technical difficulties providing phone consultations. In Prague office exist 3 different line of business for Czech Republic, Hungary and Russia. The age of employees may vary from 18 up to 55. Most of workers are students who work full time at the company and study at the same time.

Each operation manager has different teams and department depending on quantity of employees in each group and difficulty of management. Training department takes care of newly hired employees and lead in-class training for 3 weeks, after these advisors are getting to the one of group. Each supervisor can have maximum 15 advisors in the team.

Quality department is working on improving current level of support. As the company cares about high level of technical support and issue resolution, in addition to that greater part of the calls should be in soft and professional manner for satisfying customers' needs. Quality analyst listens to calls remotely and sends feedback that visible to advisor, supervisor and managers.

Real time annalists are main profit creators of the company, because their primary task is to prognoses call volume, distribute employees for covering maximum calls without having lag time.

Current structure of organisation is shown on figure 3.



Figure 3 - Structure of the company

4.3 Motivation programs and benefits

ACS Prague provides several benefits for employees:

- 1) Fitness Cards for corporate workers. Special discount which allowed buying fitness cards to any employee.
- 2) Meal Vouchers. Company compensates 55% of meal voucher cost.

- 3) Life insurance and pension compensations.
- 4) Paid leave for vacation (20 days in a year) and sick leave
- 5) Team buildings
- 6) Vodafone mobile plan for employees for reduced price.

Basic salary for advisor is 21.000 czk per month. Moreover, company provide bonuses from 10% - 30% when advisors reach the target per month. These data can be received from customers who fulfil the survey. Main KPIs from the survey is customer satisfaction from interaction, issue resolution and if advisors were able to log in all received case. Additionally, company takes into bonus consideration advisors presenteeism, which means they always at work, do not have lateness and unapproved absence.

4.4 Bonuses measurement

All bonuses calculate from customer satisfaction survey, which advisors receive as a feedback about level of tech support. Main factors that influence bonuses are:

- Customer satisfaction level
- Issue resolution
- Presenteeism at work
- Logging interaction

This information is gathered from customer survey when they reply.

List of questions asked are:

- Overall how satisfied were you with a referral to our tech support?
- Was your issue resolved?

From internal system each team manager able to check how many cases were saved (logging interaction). This helps to see that advisors follow the rules and save all customer cases.

Presenteeism is how many days advisor were at work during a month. All absent hours and days are reflecting on bonus. Below is shown current bonus system for employees for each month (Table 4).

KPIs	%	Master	Premium	Normal
Customer satisfaction level (CSAT)	40%	95%	92.5%	89.5%
Presence at work	30%	99%	98%	97%
Issue Resolution	20%	78%	70%	60%
Logging interaction	10%	96.5%	95.5%	94%

Table 4 - Bonus system for employees.

For being eligible for the bonus advisor should overcome CSAT entrance rate – 89.5%. Each KPI is a part of the bonus, even if advisor gained all KPIs, but did not achieve issue resolution he is still eligible for 80% of bonus. That means if one of KPIs does not reach the target then this percentage excluded from calculation.

Moreover, company want to support people who have more surveys then other advisors. Each month 15 advisors from each LOB receive additional Green award bonus in amount of 10 % of the salary.

4.5 Commitments to the agents

ACS had implemented supportive organisation the system that oblige managers who work in the call center to follow commitments to agent for treating everyone fairly:

- Never ignore agent that needs help;
- Every agent should have a shift that align with the supervisor;
- Agents will have sitting in defined team area;
- Managers will ensure that all systems and equipment are functional;
- Manager will conduct at least one formal one-on-one performance review with each agent.
- Manager will have direct coaching with agent at least once a week;
- Manger should lead team meeting at least once per week;

- Manager will provide daily performance feedback to agents based on previous day's results;
- Company will ensure that agents understand their pay;
- If any obstacles prevent for performing the task, manager will escalate the question till it will be resolved.

5. Analysis

5.1 Researched group

Each organization will seek to actively develop, increase profits, maintain and expand its customer market. For achieving these ambitious goals and having a global perspective on a competitive market, it should take care of the organization's staff. Only a united team of leaders and innovators will be able to reach the company's goals.

Sufficient quantity of company employees with the necessary knowledge, skills and their rational use are very important to create an innovative new product, provide the ability to stay ahead of major competitors. One of the main issues is to analyse qualified labour force in the company.

For collecting all necessary data were done research in the company for understanding principal needs. Amount of employees who took participation in the survey are 214 , this is around 95% of all employees. The questionnaire is attached in Appendix 1.

5.2 Analysis and interpretations of results

Survey sends every quarter to each advisor where they can respond anonymously and share their thoughts about the work. Main HR representatives configured questionnaire for all Xerox departments who work in customer service support. Operation managers receive those results as a feedback, which helps to improve current satisfaction of advisors.

The main question that shows loyalty and engagement is “I would recommend Xerox as a place to work”. Advisors who responded strongly agree and agree consider as positive answer and overall 142 employees (66%) of the company think this way. Below can be found figure 5 with responses.

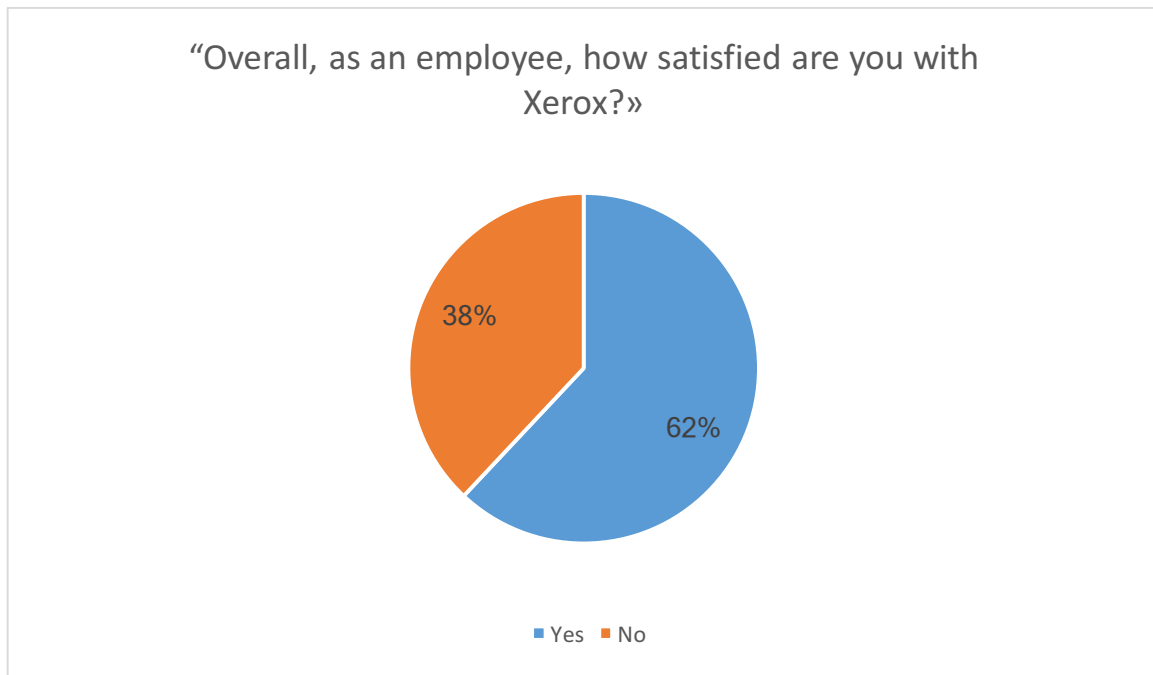


Figure 5. Question «Overall, as an employee, how satisfied are you with Xerox?» %.

Considering this question all participating advisors can be divided into 2 groups. Group 1 who responds as satisfied with the work, group 2 – dissatisfied. Into consideration of the 1st group were taken answers very satisfied, satisfied. For the 2nd group – neutral, dissatisfied, very dissatisfied.

Next question is «The goals and objectives for my team and me are clear» question plays crucial role as it can be concluded that both groups of respondents considering that goals set clearly and all team members are aligned to certain tasks – 98% group 1, 92% group 2. All team leaders are goal oriented as the company sets up clear target for every one - CSAT target, which is a measure of the degree to which service meets the customer's expectations. The higher level the more it reflects on future of employee in the company, meaning increase in bonus, performance and promotion of advisor. Below is shown in figure 6 with responds.

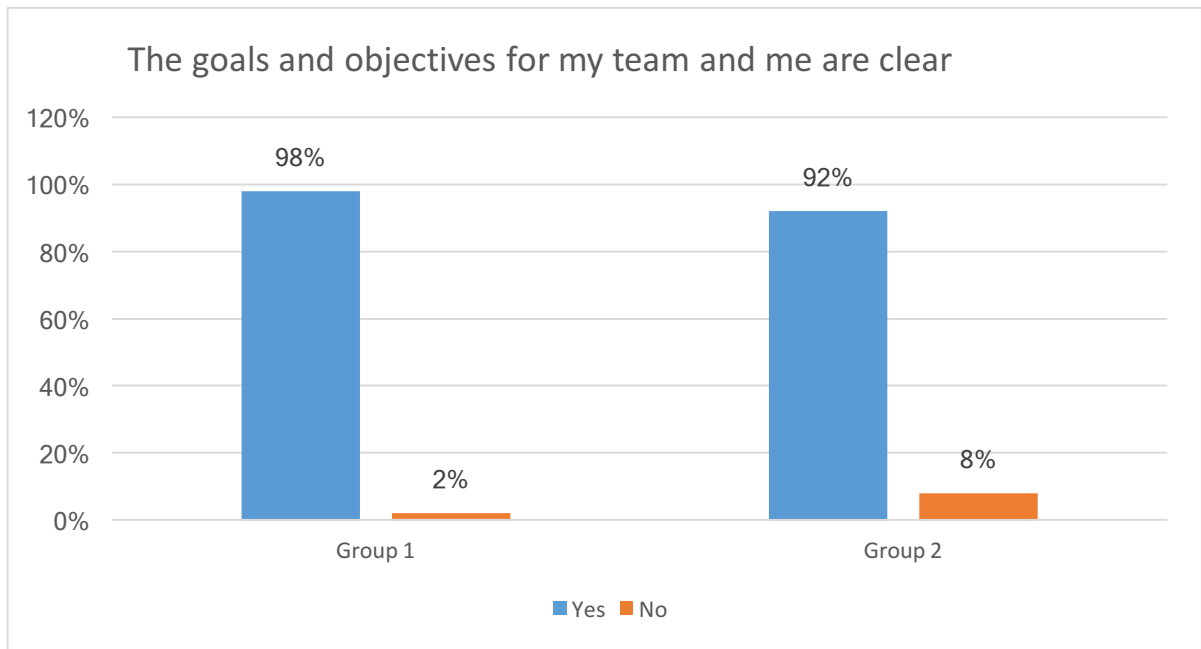


Figure 6. Question «The goals and objectives for my team and me are clear» %.

Question 6 shows small deviation in responses 98% group 1 and 90% group 2. Which is positive outcome for management explaining that each advisor understands preliminary responsibilities and knows what team manager expects from them.

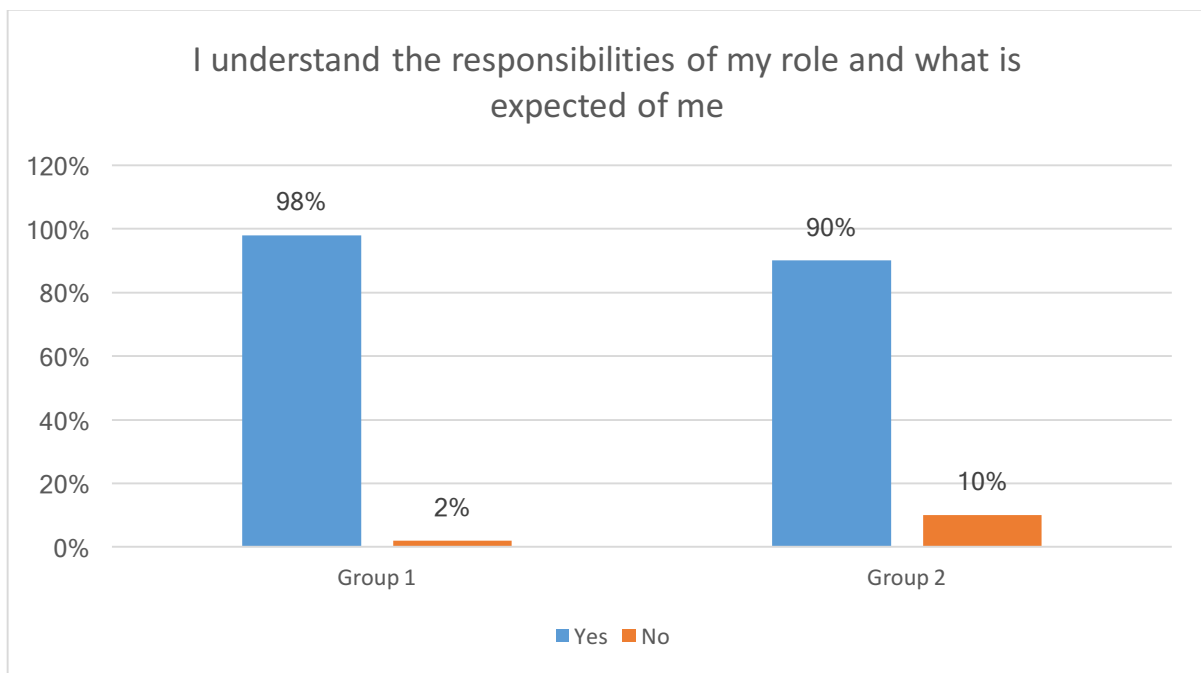


Figure 7. Question «I understand how I am evaluated for my job performance» %.

For being satisfied with current job and understand responsibilities team managers provide weekly coaching to every advisor, where they discuss areas of improvement (technical and soft skills), review KPIs for a week and month, setting new goals and involve advisor in keep tracking it on daily basis.

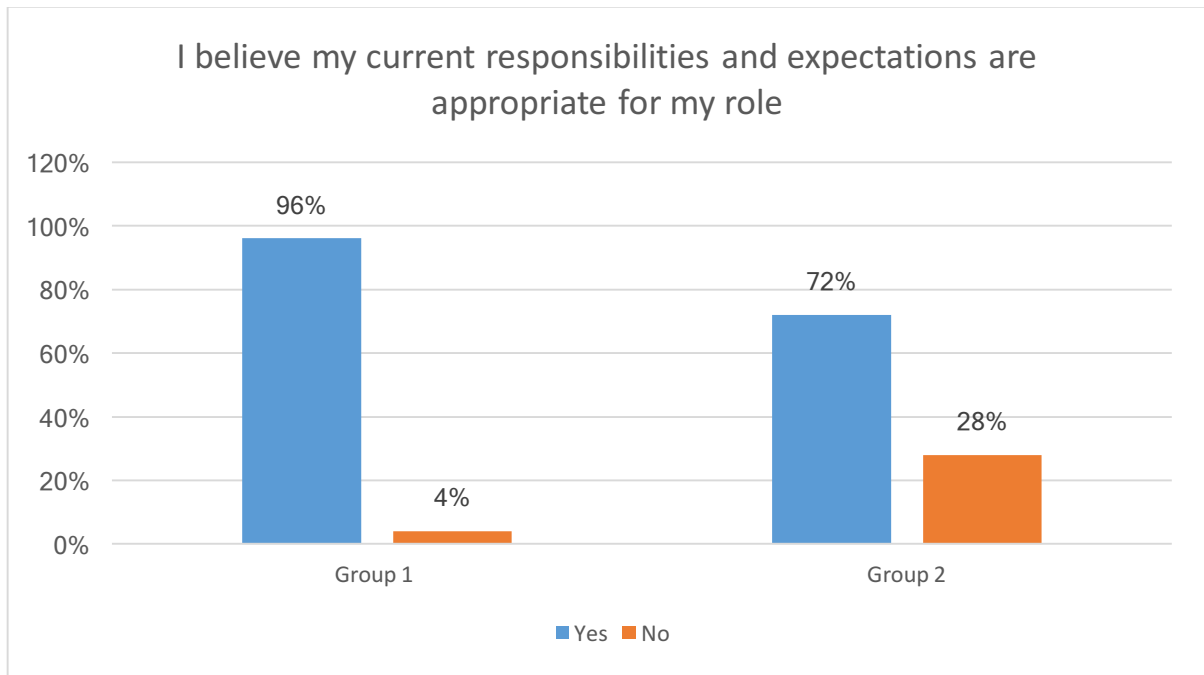


Figure 8. Question «I believe my current responsibilities and expectations are appropriate for my role » %.

Main differences starts from question «I believe my current responsibilities and expectations are appropriate for my role ». Advisors from group 2 think that in their daily responsibilities were added more tasks then were assigned in the beginning. 28% disagree with amount of tasks they handle. This happens when tenured advisors receive new training about more sophisticated device that they should support. Advisors disagree with that as it just adds more tasks and more calls to support without additional payment for received skill or more benefits as a prove of their knowledge.

Each employee in the company should clearly understand main KPIs, which evaluate work of employee and how manager appraise them. Question on figure 9 explains that group 2 (26% of respondents) do not understand how manager and company measure the work.

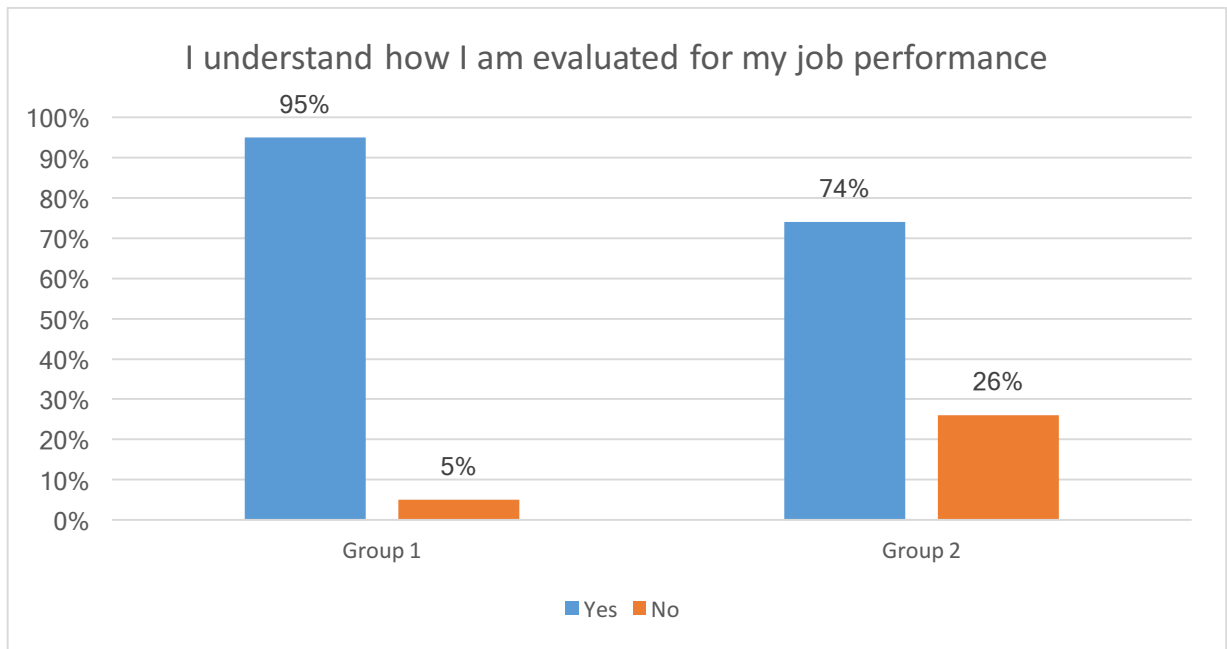


Figure 9. Question «I understand how I am evaluated for my job performance» %

These directly reflect on satisfaction level of employees, as they do not realise how KPIs affecting their bonus part of a salary, future growth in the company and lacking of fair measurement.

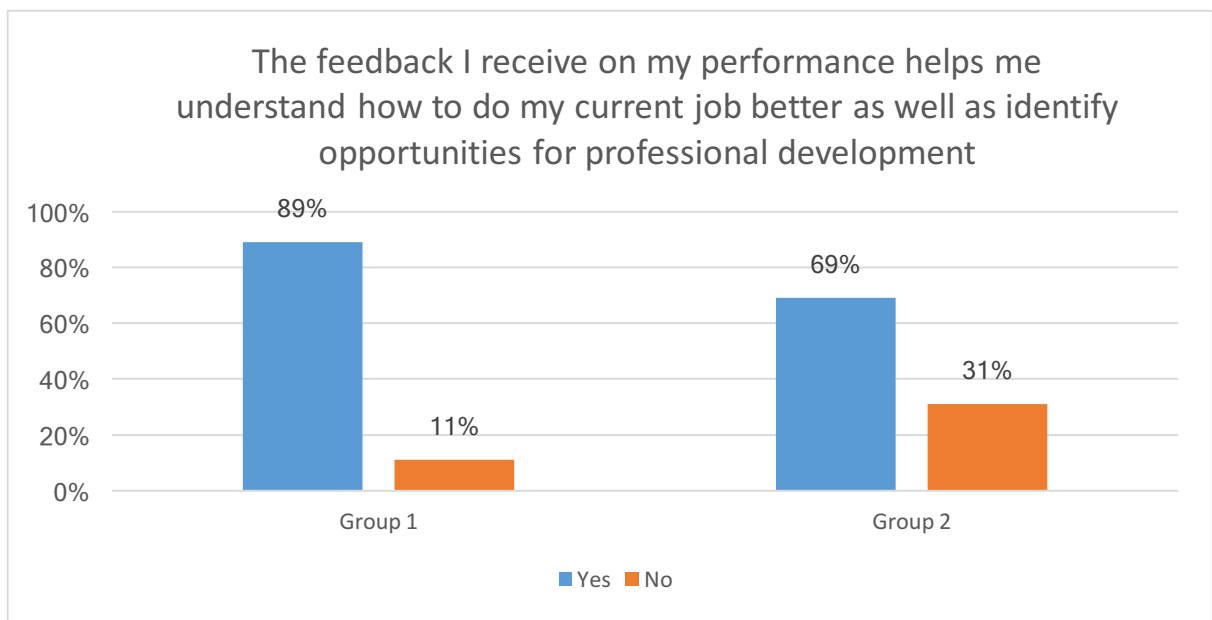


Figure 10. Question «The feedback I receive on my performance helps me understand how to do my current job better as well as identify opportunities for professional development » %

Feedback that every employee receives from supervisor each month is identifier of current situation of certain advisor. It should be structured in a positive way that helps to review this month, quarter accomplishments and achieve mutual agreement about next goals. On figure 10 is shown that 31% from group 2 do not receive needed feedback, which means that supervisor might simply ignore or provide irrelevant, not personalized evaluation.

Question on figure 11 demonstrates that all team leaders support main ACS motto “We are here to help”. Supervisors’ main principal - they cannot refuse help when anyone needs it. They are always assisting with technical issues, positioning statements and overall administrative inquires advisor experience. Therefore, group 1 has 97% and group 2 - 94%, which satisfy nearly all employees.

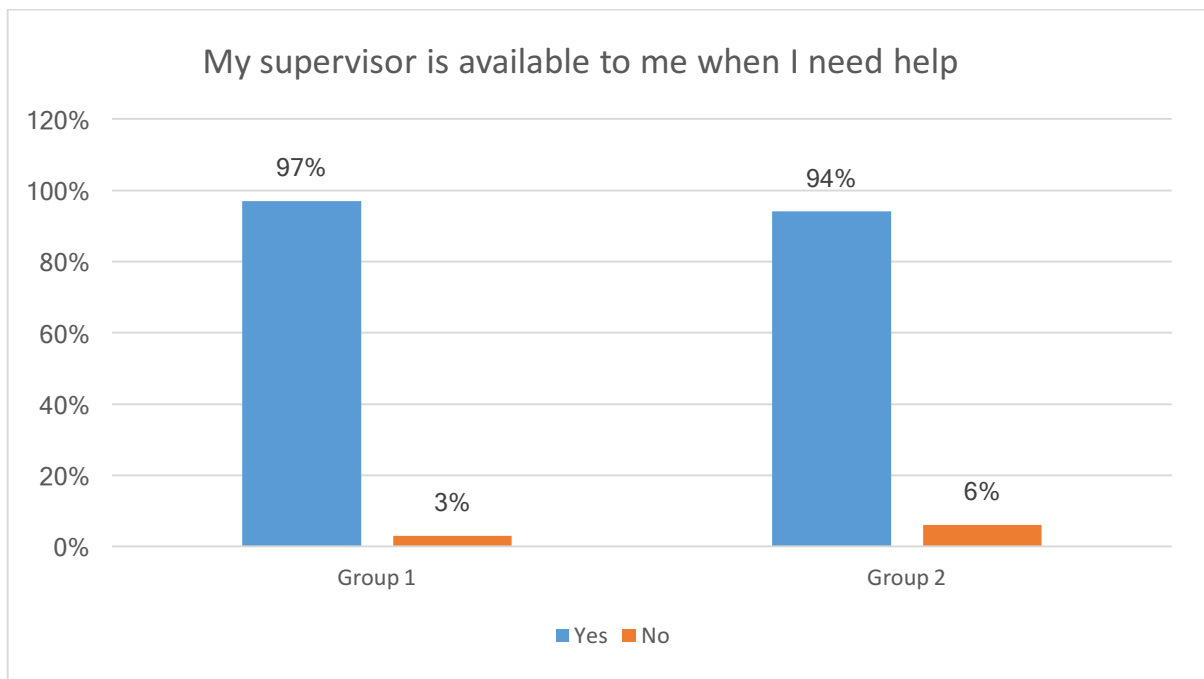


Figure 11. Question «My supervisor is available to me when I need help » %.

Following question on figure 12 displays difference between group 1 where only 5% of employees think that supervisor do not take personal interest in personal development of advisor, against group 2 where 31% of employees dissatisfied with current supervisor involvement into subordinates’ success.

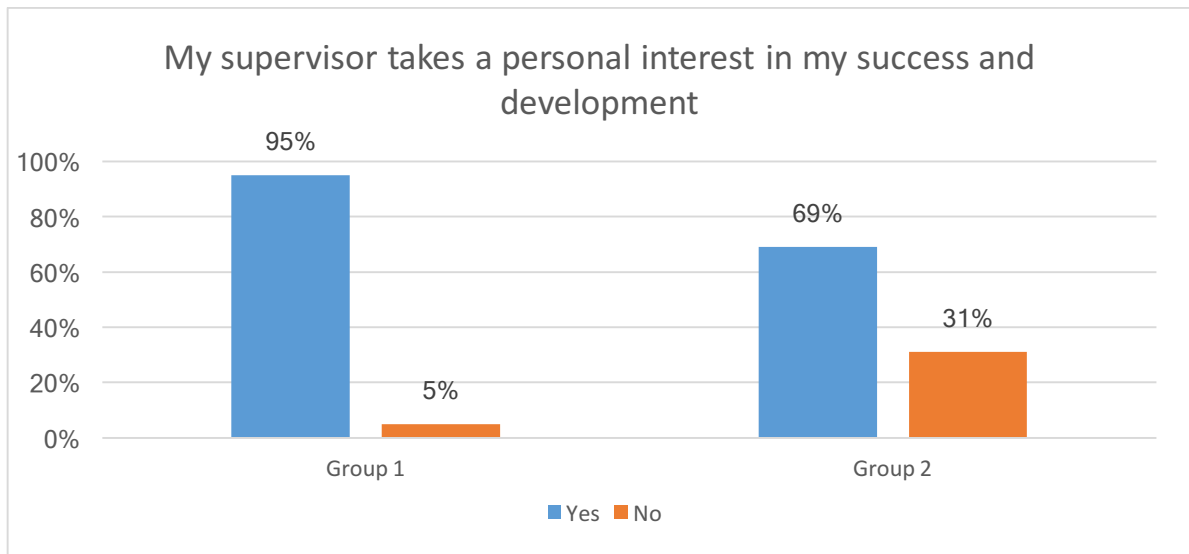


Figure 12. Question «My supervisor takes a personal interest in my success and development»%.

Training programs for employees usually are internal documents and test that help to know more about products they support, thus 44% of advisors from group 2 and 10% from group 1 do not see what can help them to reach personal aims. Lacking of additional information for personal development reflects negatively on satisfaction level.

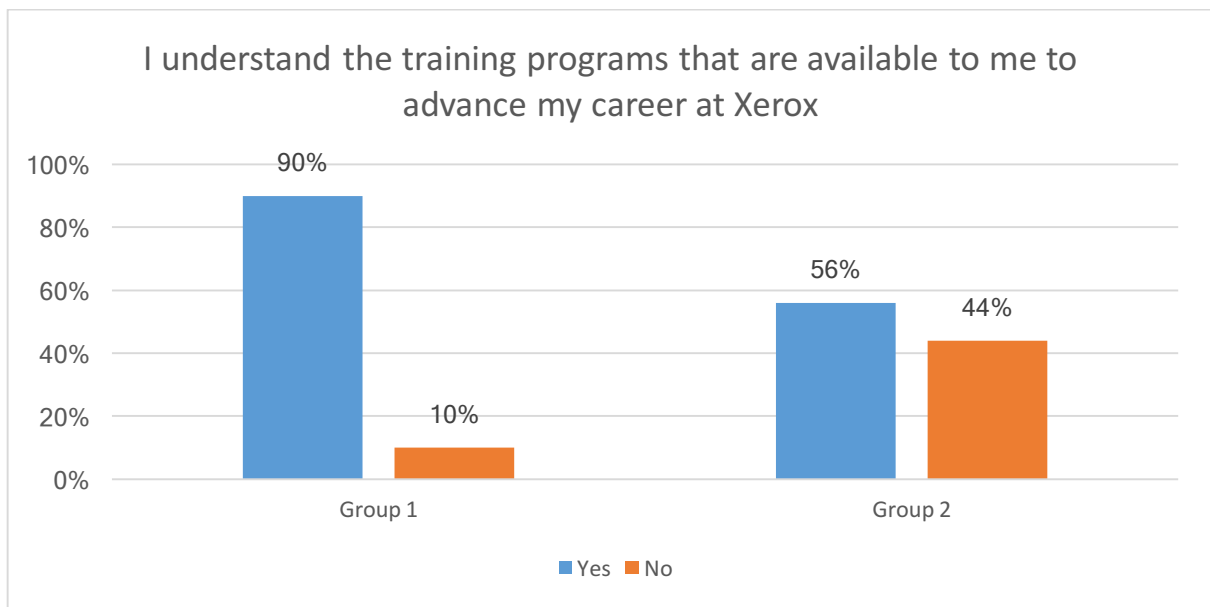


Figure 13. Question «I understand the training programs that are available to me to advance my career at Xerox» %.

Following question on figure 14 is defining that 47% of employees from group 2 do not agree that ACS provides trainings that helps certain advisor to develop in personal career, expand their skills and learn applicable for future knowledge. Only 10% from group 1 consider the same. The difference appears due to lack of supportive materials except of technical documentations or training which help to get promoted for positions such as supervisor of a team, quality analyst, trainer, IT, HR, operation manager.

For group 2 it is one of the dissatisfaction factor that prevent advisors for being motivated to perform the work on appropriate level, follow internal rules and staying promoter of a company.

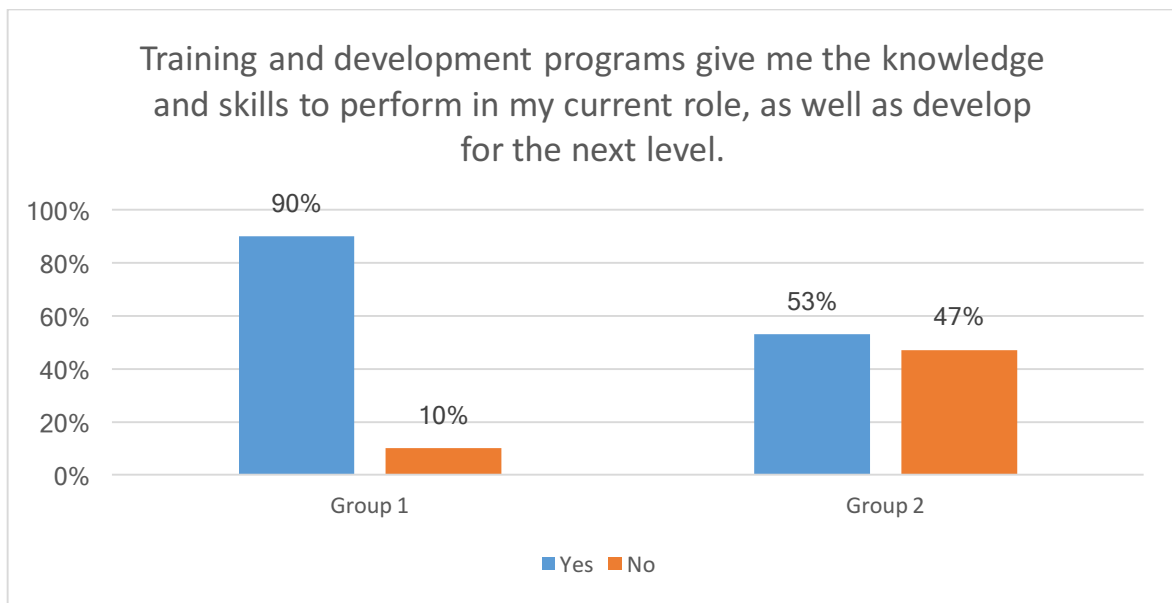


Figure 14. Question «Training and development programs give me the knowledge and skills to perform in my current role, as well as develop for the next level. » %.

Question on figure 15 demonstrates that 69% of workers from group 2 demotivated due to limited possibilities of promotions within the company. Few factors may cause it as for reaching supervisor position person need to show strong leadership skills, being innovator, respect management rules, stress resistant, have deep knowledge of technical and soft skills, being ready to lead around 15 workers in a team. Moreover, advisor should have strong KPI results, no behavioural issues. Amount of time that person had worked for ACS is not crucial requirement as strong candidate can be recognised from the first days. From group 1 only 20%

answered that they do not see opportunities for getting promoted, which may reflect that workers are still motivated but see less perspectives.

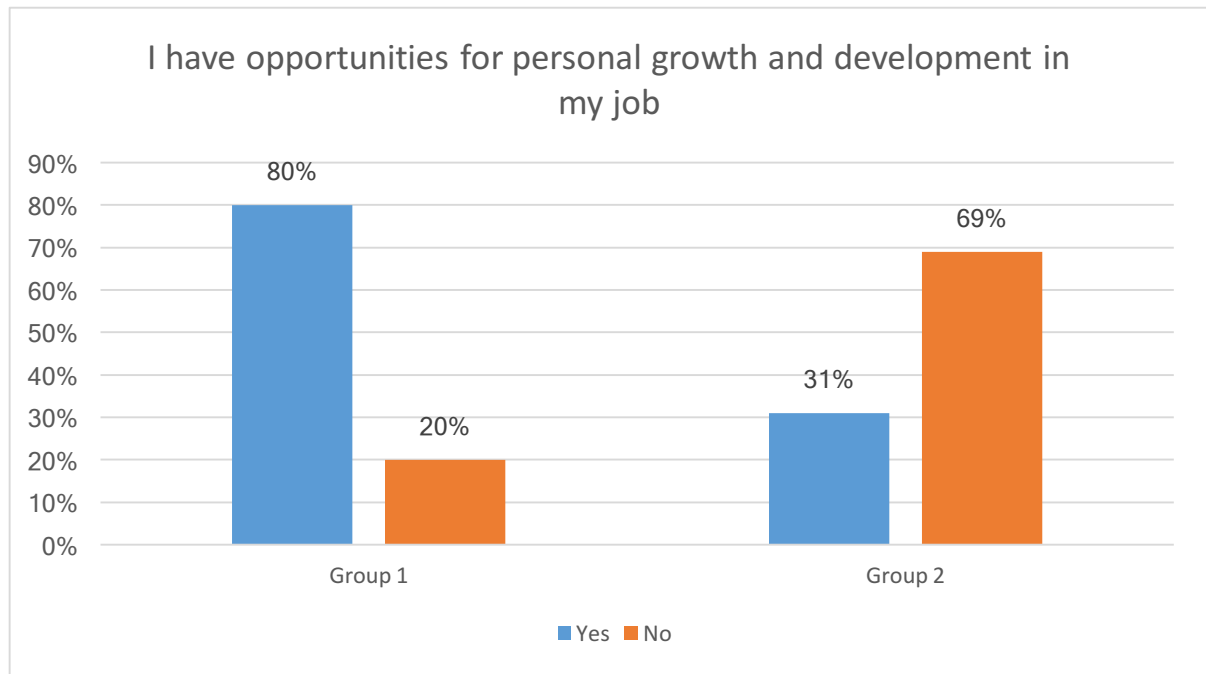


Figure 15. Question «I have opportunities for personal growth and development in my job»%.

Meaning “Career map” was not applied in current ACS project, nevertheless each supervisor have concrete way to support person’s motivation by explaining main steps that help to reach higher position. Mentioned dissatisfaction factor reduce workers involvement and willingness to stay loyal to the company – 21% from group 1 and 56% from group 2 responded negatively.

Each advisor should receive regular coaching with supervisor during a week where they have opportunity to discuss current KPI achievements, prepare a plan for upcoming week and discuss main obstacles in the work. Each month supervisor should lead one-on-one were key points are reviewing strength and weaknesses performing work, discussing possibility of future career within the company, identifying neglected skills which should be developed for certain position.

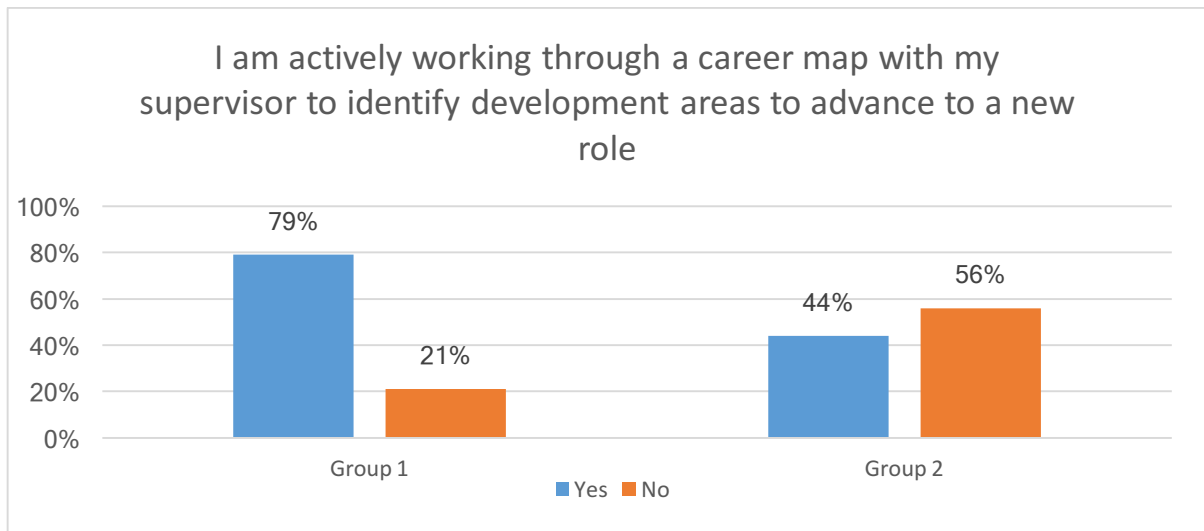


Figure 16. Question «I am actively working through a career map with my supervisor to identify development areas to advance to a new role» %.

As in any company team leader plays essential part in daily routing of technical advisors. Hence operation managers choose supervisor who will inspire the team, easy to find common ground with different workers and be shining example to engage team in own goal. On the figure 17 shown that 95% from group 1 and 89% from group 2 would recommend their supervisor as a leader of choice. This factor plays essential role in advisors' motivation, which satisfy their needs.

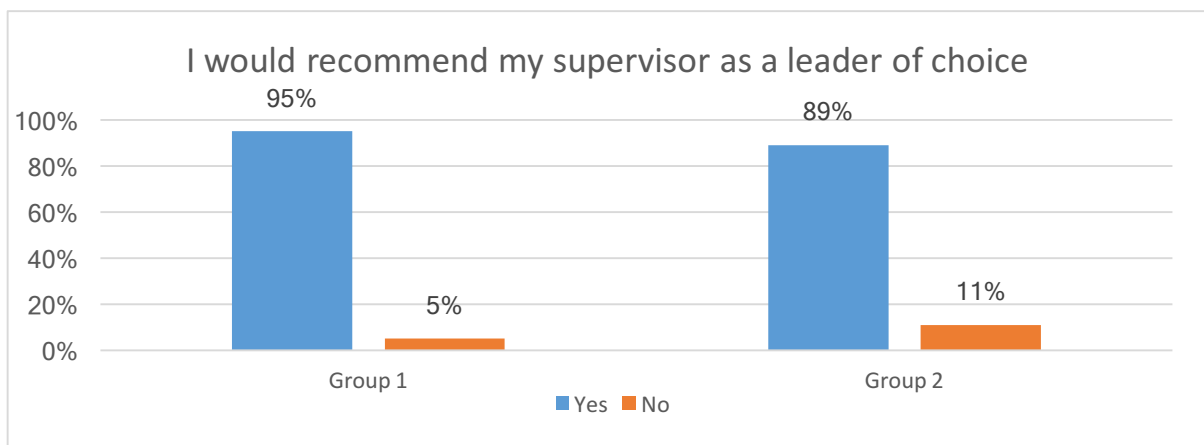


Figure 17. Question «I would recommend my supervisor as a leader of choice » %.

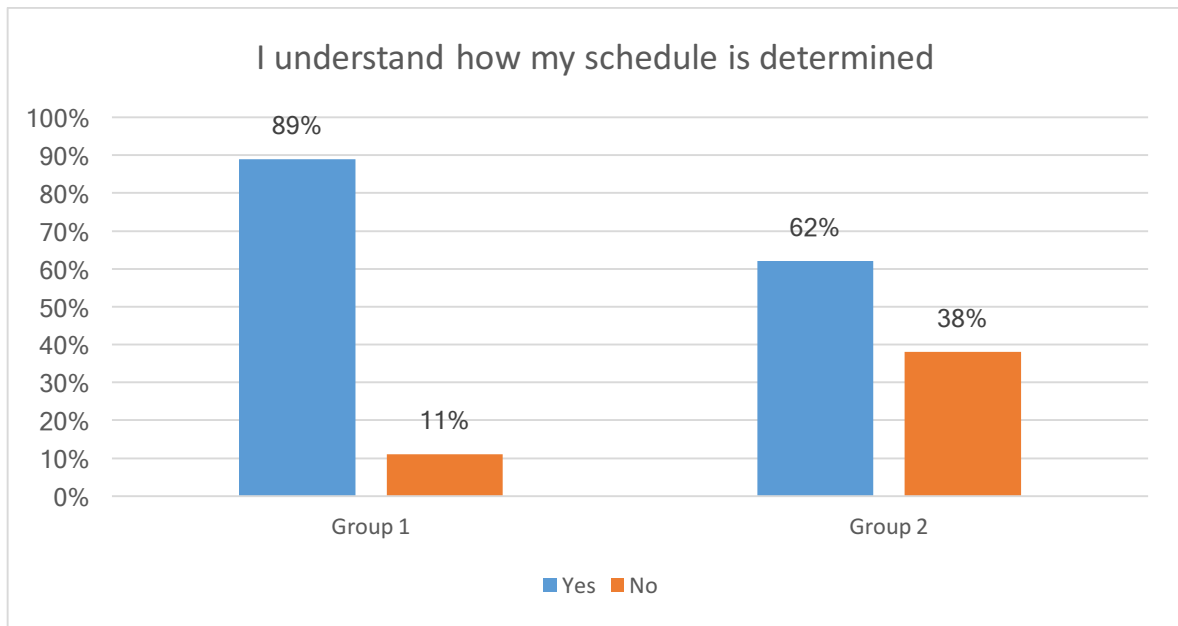


Figure 18. Question «I understand how my schedule is determined » %.

When ACS office was opened in 2014 all shifts were regular such as start from 7:00AM or 9:00AM from Monday to Friday. Starting from October 2015 ACS expanded working hours from 6AM till 10PM and from Monday to Sunday. It has immediately affected advisor and on the figure 18 displayed that 38% of advisor from group 2 dissatisfied with changes. From this period of time advisor can be moved to different shifts each month, days off might be spitted up and starting time during the week vary. Negative impact reduces advisors' satisfaction levels as it differs from conditions before get started to work for ACS.

Responding to the question on figure 19 workers from group 2 agreed on 44% that new approach of distributing shifts allows them to meet professional needs which obviously reflecting on daily performance and overall satisfaction from work. For group 1 these changes have less effect for now and do not bring issues to organize working day.

Before starting to support customers, each advisor should participate in 3 weeks training and pass the test. After that each week they have 1 hour of self-training time when they can use offline time to learn more about internal procedures and technical regulation.

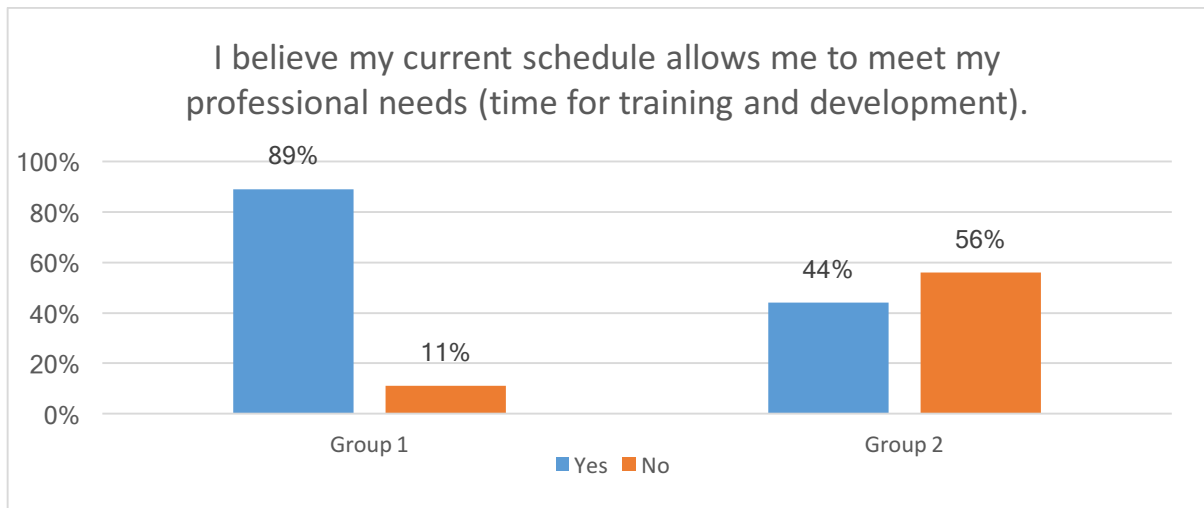


Figure 19. Question «I believe my current schedule allows me to meet my professional needs (time for training and development). » %.

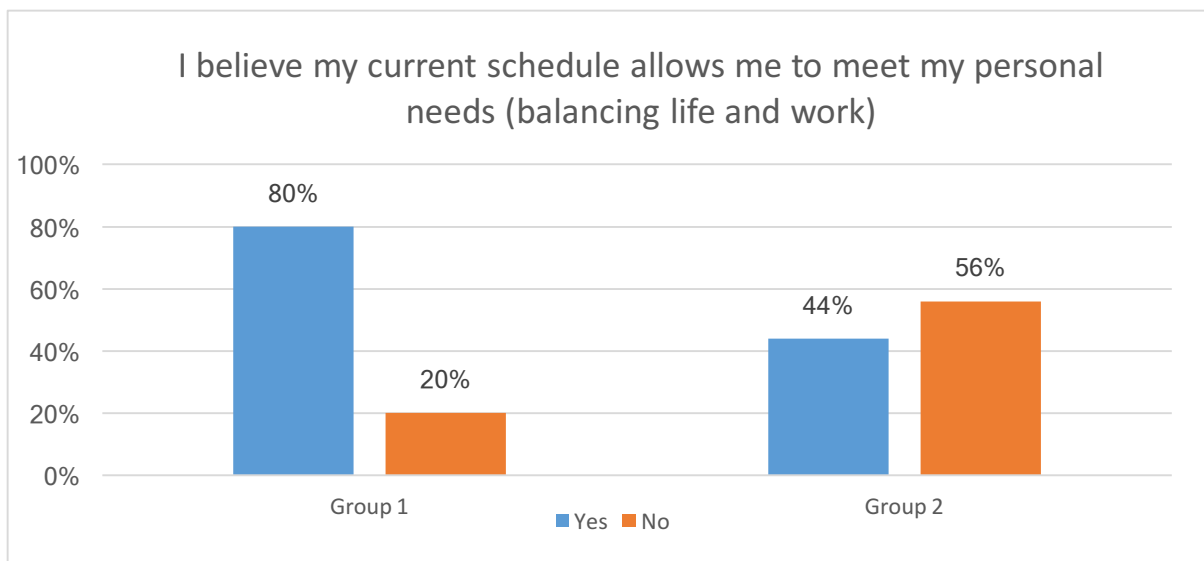


Figure 20. Question «I believe my current schedule allows me to meet my personal needs (balancing life and work) » %.

From question that mentioned on figure 20 can be observed that changes in shifts brought difficulties in organizing and balancing working schedule with personal life for group 1 – 20% and group 2 – 56% which negatively affected on employees. Vital part for all

employees is to have work that help to achieve own goals and do not overlap with other activities. Before changes were implemented 15% of employees quitted the company.

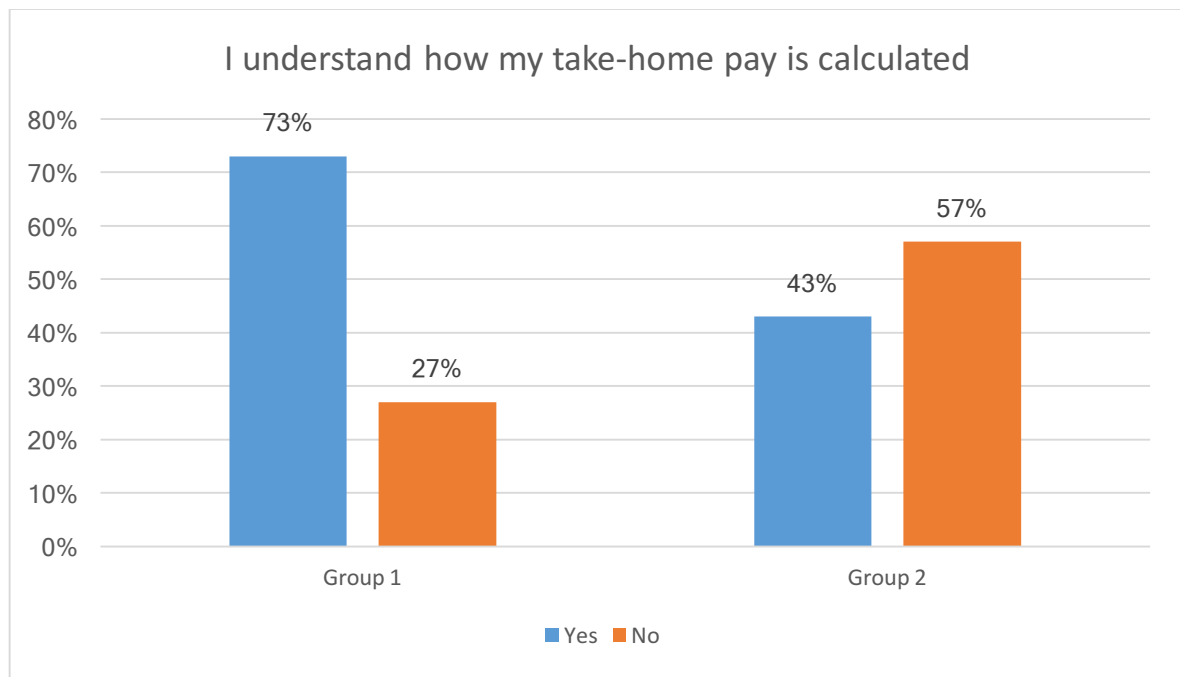


Figure 21. Question «I understand how my take-home pay is calculated » %.

On monthly basis ACS provides meeting related to calculation of a salary and tax deduction. Nevertheless, 27% from 1st group and 57% from 2nd group do not know how their take-home pay is calculated. There reason is that team leaders keep tracking advisors daily attendance where can be easily identified how much each employee earned for month gross. Next step is under operation's manager control as they are calculating bonus per each advisor. Then ACS sends all data to vendor company for calculation and as the result advisors receive pay slip where can be found computation mistakes. Employees get affected and on the figure 21 advisors responded in the next way: 27% disagree from group 1 and 57% - from group 2.

Understanding principles of calculation force advisors to distrust company and feel unprotected, which then reflects on work performance of all affected employees. When issue repeat from month to month then worker is considering about other work where he will be

treated fairly and will know what to expect. Salary plays important role as motivation factor, understanding your take-pay is vague area in ACS.

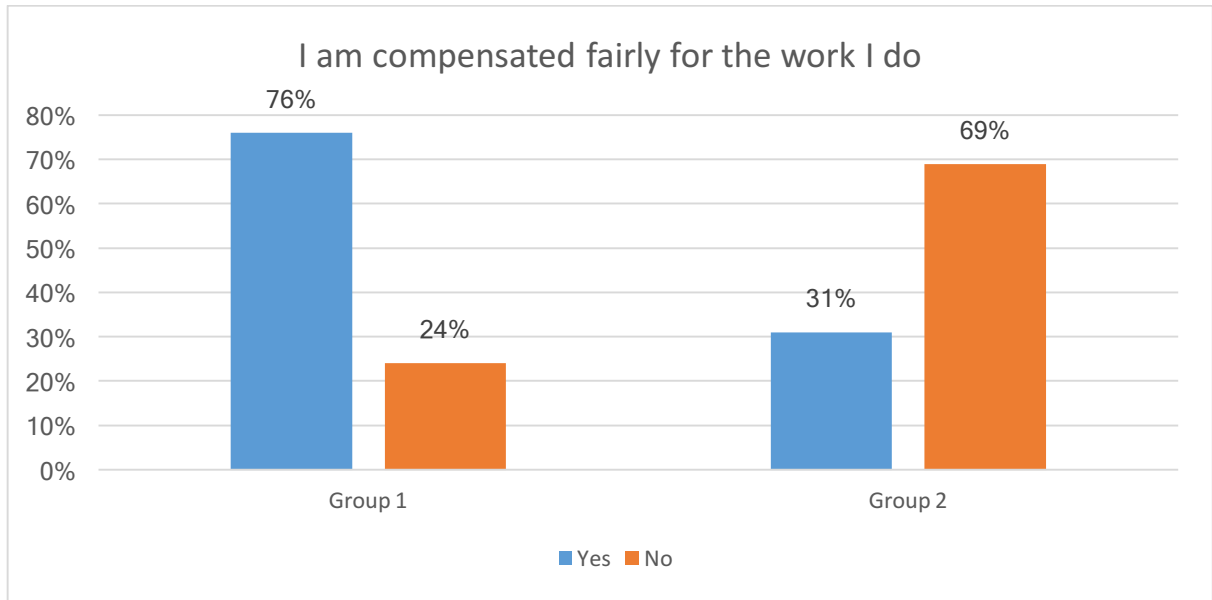


Figure 22. Question «I am compensated fairly for the work I do » %.

On the figure 22 is indicated that advisors from 2nd group responded negatively (69%) on the question “I am compensated fairly for the work I do” which demonstrates that it is the main motivation factor for being working for the company and even though compensation for daily stress while communicating with customers is not appropriate. Salary for employee at ACS may vary from 16800 czk up to 21840 czk (depending on bonus rate). Respondents from group 1 responded accordingly – 24%.

Level of dissatisfaction increases on the next survey question “The compensation model motivates me to perform at a high level” where participant from group 2 responded as disagree – 82% and 26% from group 1 accordingly. Reason that affects each employee is customers who may always respond to received survey in unpredictable manner. More often advisors perform appropriate work on the call, providing technical solutions, following procedures but due to company’s obstacles not all inquiries can be solved straight away. During interviewing sessions with chosen advisors can be concluded that salary itself do not

motivate advisors, but reaching highest bonus brings satisfaction. But when advisors cannot control customer's behaviour then it leads to dissatisfaction of whole compensation model. (Figure 23)

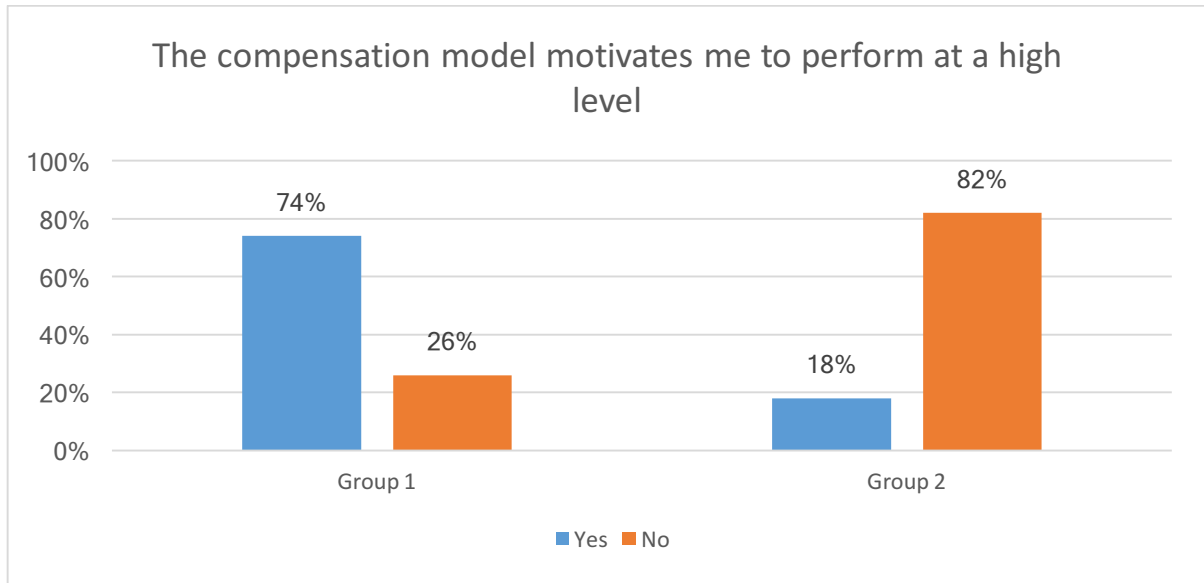


Figure 23. Question «The compensation model motivates me to perform at a high level»%.

ACS provides multiple systems for motivating employees to achieve higher results and receive maximum bonus. Nevertheless, respondents from group 2 are not satisfied - 82% of participants and 26% from group 1. Difference that occurred between two groups shows that employees from group 2 totally dissatisfied with bonus system, which is demotivating, unfair and create detractors from employees. When employees are not aware of bonus system that correlates to their monthly targets then it has immediate effect on overall performance and advisors keep losing trust to the company. Participants from group 1 understand current system and can perform for achieving these targets.

Figure 24 is showing that 68% employees of group 2 do not appreciate current bonus system that ACS applies. The reason is that average amount of surveys advisors usually receive is 35. If advisor receive 1 negative survey then his customer satisfaction rate – 97%,

which still 30% bonus. But if advisor received 4 negative surveys, then he will not receive any bonuses for the whole month. Therefore, advisors get demotivated when they cannot influence on customer satisfaction as occurred issue may no have ways of resolution. When people work for the call center they expect getting additional reward for stressful work that is expected from ACS, but get disappointed with system of recognition which adds more tense.

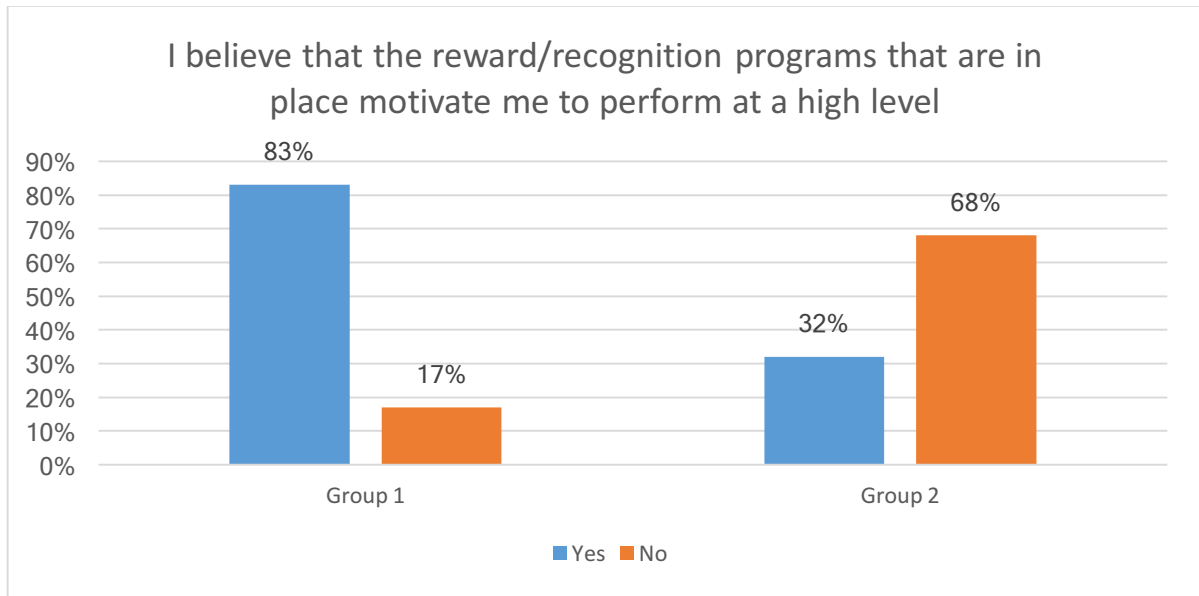


Figure 24. Question «I believe that the reward/recognition programs that are in place motivate me to perform at a high level » %.

The question «I work in a clean, safe and comfortable workplace » showed only 8% of disagreement in the group 1 and 26% in group 2. All employees work in open space office, where they have their own working table with PC, table phone with headsets. ACS has “Clean desk policy” which help advisors to keep place in convenient and comfortable manner. Company organized leisure room and kitchens where every employee can have a rest.

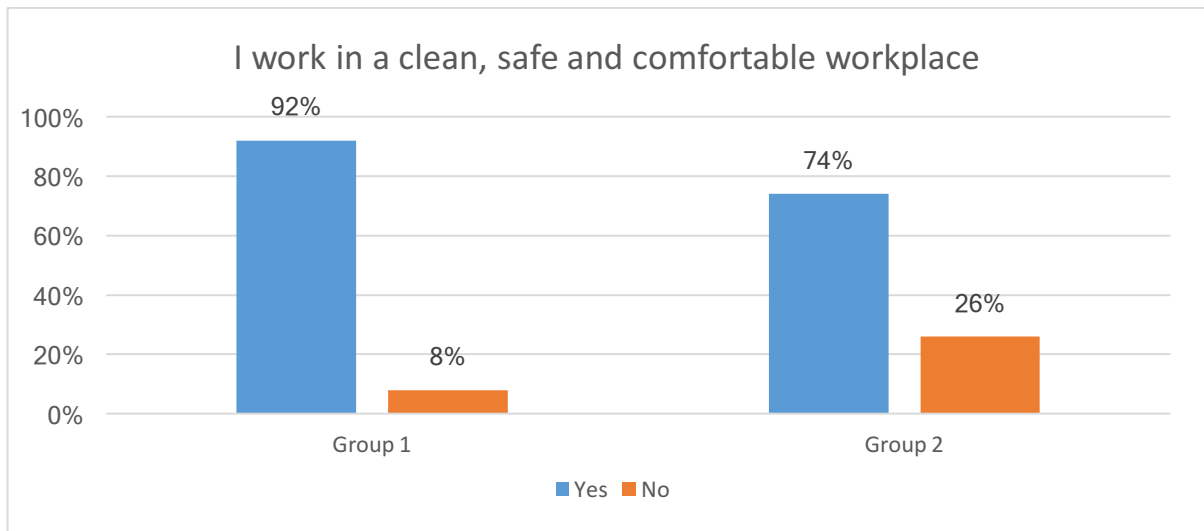


Figure 25. Question «I work in a clean, safe and comfortable workplace » %.

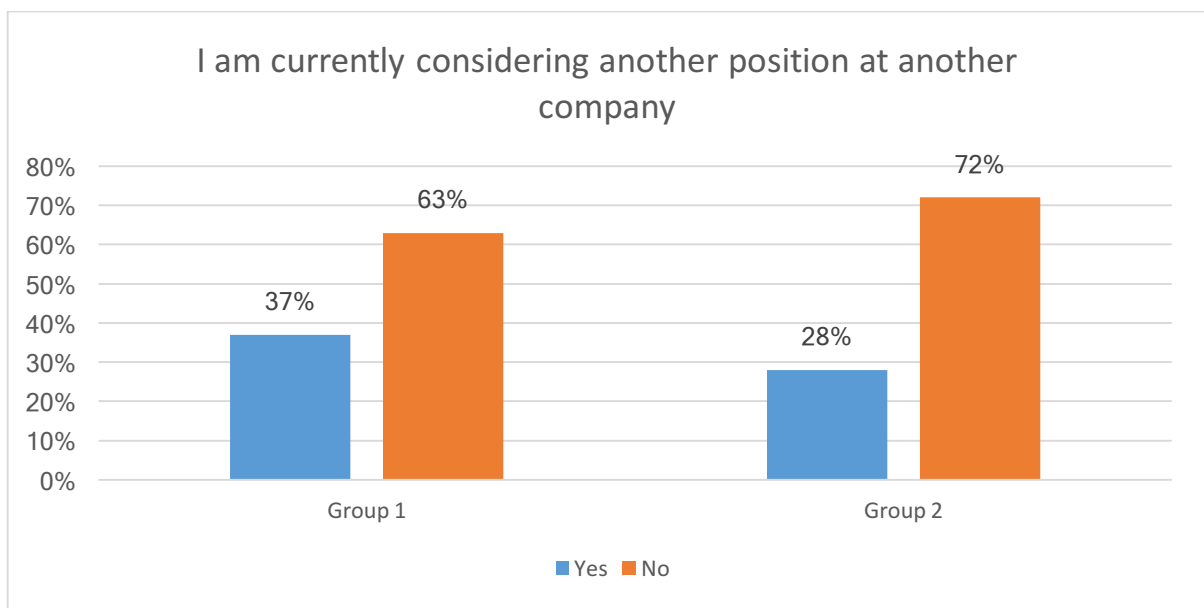


Figure 26. Question «I am currently considering another position at another company» %.

Last question from the survey (Figure 26) is “I am currently considering another position at another company” which clearly explaining employee’s willingness to change current situation for more promising career where primary needs will be satisfied. Respondents from group 1 agreed on 63% and from group 2 – 72% which is clear indicator that company do not motivate advisors for performing job on the top level and tend to lose

current top performers due to lack of managerial system and motivation factors. As a conclusion from the survey seen that for improving current level of satisfaction and motivation should be implemented updated motivational structure with material and immaterial benefits, which support employees and get them attached to the ACS company.

6. Recommendations

6.1 Recommendations for improving current satisfaction level

Motivation of personnel based largely on meeting the primary needs and physiologic safety. Therefore, it seems an attractive place to work where these requirements are implemented. Employees choose to work where they feel more comfort, competitive wages with similar organizations and convenient location with access by municipal transport, social guarantees, and stability. Therefore, for engaging employees and improve current dissatisfaction factors should be implemented new approaches.

Results of the analysis showed that the most important factor in the motivation system for both groups are salary calculation and compensation model. But there are factors which were considered as satisfying for group 1 but dissatisfying for group 2.

Employees from group 2 were dissatisfied with next points:

- 1) Job expectations and evaluations;
- 2) Manager feedback;
- 3) Personal growth;
- 4) Development at work;
- 5) Trainings;
- 6) Schedule management;
- 7) Working place.

Entire atmosphere need to have some changes from being extra focused on company to paying attention to motivation of employees.

- When employees work on weekend or public holidays company may provide option to order lunches to work.
- Birthday wishes from operational manager with present
- Add 30 min per day when advisors can learn, read/respond new emails and spend time helping other advisors

6.2 Adjustments in compensation model

Current remuneration system does not meet desired level. For improving current level of dissatisfaction is required to implement:

- Yearly assessment of employees for increasing basic salary wage for those who work more than a year;
- Bonuses for new added skills.

Operation manager and team supervisor should lead evaluation process of employees.

Main criteria:

- Professionalism of maintained work;
- Attitude towards to work (presenteism at work, promoter of the company);
- KPIs achievement over a year;
- Involvement into organizational tasks (participation in team buildings, help with newcomers, etc.)

Regarding bonuses part, operation manager should provide several meetings where will be explained:

- How KPIs are adjusting from month to month;
- How is calculated average survey count for being eligible for bonus;
- Provide with addition to pay slip a letter with bonus calculation.

Because employees do not understand salary calculation provide monthly meetings with HR representative who will explain in details how take away salary is calculated. Explain local regulation about:

- Taxes and tax reliefs;
- Basic wage and sick leaves;
- Overtime during weekend and in night
- Vacation payments.

Moreover, ACS should change current vendor who calculate salary because each month employees have mistakes in payslips. Each employee spare the time to check own attendance and recalculate appropriate amount of earning that should be paid.

6.3 Implementation of intensive program

For building trustful atmosphere where employees see future growth and development ASC can implement a program which can help to reveal advisors who can occupy future team leader or quality analysts position. The name of an intensive program may be – Manager trainee and quality trainee. Company needs on regular basis new professionals who can take over in case of emergency or when someone leaves company.

For adopting this program company needs:

- Choose leading supervisor and quality analyst;
- Collect all applications from internal employees;
- Provide organisational meeting with daily tasks.

From first round of interview should be chosen 5 employees who will receive daily responsibilities from manager and it would be tracked day by day. In the end of the month will be chosen strongest advisor who will get promotion to team leader or quality analyst position. Adding this plan will play beneficial role in internal recruitment process: 1) company hire advisor who already know internal processes and can perform work on needed level, because most of employees do not have managerial background and experience, 2) employees who took participation in the program will have a deep knowledge of internal mechanism, try themselves in new role which will help to understand if that satisfy career needs, find own areas of improvement to advance for next time.

6.4 Involvement of advisors

The next point that was ranked as dissatisfying factor was job evaluation. Company takes into consideration KPIs that certain agent achieved but the other evaluation method is call listening. Recommended to set up regular calibration where would participate QAs,

supervisors, trainers and advisors from different LOBs. These changes will help to reveal principals of call evaluations and help to get advisor's feedback. Having agents attend also improve their understanding of what is expected from them, so they are in better position to deliver it.

6.5 Manager feedback

Manager should set up a one-on-one meeting on regular basis and use a tool for each employee where could be tracked personal goals, results and focus for next month. With the completion of certain monthly tasks, a manager must provide feedback to the employee personally. This creates trustful and sincere relationships, makes employee be aware of value and effort invested in work, a manager shows that he appreciate each investments and dedication to work. Managers should organise a feedback process in a specific sequence and at the same time do not forget to ask questions and carefully listening to their answers:

1. Feedback should begin with establishing contact with a subordinate (informal conversation).
2. At the beginning of the dialogue to focus on the positive statement of the employee's conduct, which had been marked in recent months.
3. Then should follow discussion / reminder of the goals and objectives set for the employee and what results were achieved.
4. After should be asked questions about the progress of the working process and implementation of the task. Manager should ask if there are any obstacles, which prevent to achieve result or if that occurred because of missing knowledge and skills to achieve effective results.
5. The next step – provide a feedback on the current situation, it is very important that manager will identify clearly the strengths / advantages and / or disadvantages / problems in the behaviour of the employee (focus on the above facts and opinions about employee activities).

6. Next step – time to reveal employee's suggestions how to change the situation and add employee recommendations to monthly plan. The most important part is to discuss and clearly set goals.

7. The last step is to ensure that employees understand and realize the necessary actions.

The mandatory component of the feedback - listen for the explanation / opinion of the employee - this will help to evaluate personnel reaction on your opinion, understanding of the issues that you raised. Manager should help to employee evaluate his personal input and at the same time support motivation and loyalty. Achieving is possible through an expression of understanding and empathy of manager. The only thing that is required from manager is to ask open-ended questions and apply all possible techniques of active listening.

6.6 Adjustments of training programs

Trainings and coaching sessions is next focus area for managers where could be implemented new approaches. For now main ways of educating advisors is self-learning training on desk regarding device features and how to troubleshoot it. But the reason of dissatisfaction that workers cannot test it themselves, therefore suggestions would be:

- Create focus groups of 4-5 advisors where they can test all needed devices and reproduce the issue, get to know new available features and software
- Organise presentations where top performing advisor will tell about hidden facts of devices and provide main tricks

Coaching sessions should be:

- How to distress after negative call experience
- How to tailor customer type and adjust to him

6.7 Timetable and shift changes

Working schedule is next area of improvement for ACS employees. Due to the fact that shifts are managed by RTA department (real time analysts) possible way of improvement should be:

- Create separate file where employees can choose preferable time for a work
- For employees who work on overtime provide possibility to choose shifts
- Slightly move month by month from early shifts to late, which will cause less stress for advisors' health

On regular basis company assign advisors with additional overtimes when there is low coverage in service level. This fact is not appreciated by advisors and keeps demotivating. Therefore, for those employees provide possibilities to:

- Have hours or days off (which should be calculated from total overtime hours);
- Create incentives programs which will motivate advisors to work in overtimes (Tiered targets with amount of worked overtime which will be paid higher with possibility to win company's device for personal use);
- For employees who worked whole year without any sick leaves provide additional 5 days of vacation (which are paid by company);
- Advisor who worked during bank holiday should choose either get paid double or take one day extra off work.

Conclusion

Staff motivation is essential to the organization success; company cannot succeed without positive attitude of workers, without mutual interest in the results and without commitment to contribute own inputs achieving company targets.

Main goal of the diploma thesis was development of a program that is aimed to reduce staff dissatisfaction and increase motivation. According to analysis were revealed main areas, which are required managers' attention and adjustment of current approaches. The aim was to create a set of motivational actions for achieving target with maximum effect, increase loyalty of employees and involvement into regular routine.

In the theoretical part of the thesis was reviewed main theories which show that there are no simple answer to motivation, because it is a mix of complex factors and knowledges. Each company need to analyze specific company for applying unique way of motivation which will be accepted by employees.

Analytical part showed difference between employees who work for ACS. Several things were mentioned as dissatisfying for both groups of employees such as salary calculation, compensation model. The second group showed high level of dissatisfaction which can lead to dismissal of employees in nearest future. Main issues were job expectations and evaluations, manager's feedback, personal growth, developing at work, trainings, schedule management and working place. All factors affecting employees day by day creating instead of motivated focused team to work detractors.

In the recommendation part were described main vectors for enhancing and adjusting motivation system from premature to perfective for well-known company. Major changes were suggested for current remuneration system. For engaging best employees add yearly assessments for increasing basic salary, bonus package for new added skills. Additionally, implement clear pay slip and bonus calculation system which is provided by email to employees and leading monthly meeting for clarification. Main improvement should show that motivation system such as bonus part easy to understand and not overcomplicated.

Company should pay extra attention to involvement of employees and show possibilities to grow. One of the suggestion is to implement supervisor or quality trainee program. The more ACS would pay attention to employees the more results will be achieved.

Moreover, help advisors to take part into managers' routine by letting to participate on calibration of calls which help to get feedback exactly from employees who work on regular base with customers.

Crucial part such as shifts and timetables should also be changed regarding overtime and public holidays. Provide possibilities for advisors to take unpaid day of on bank holiday instead of insisting to work for double pay. Moreover, give a time to have a rest after overtimes during peak working periods. The research was focused to help ACS to grow and build strong, motivated team for being able to expand current number of LOBs and be able to constantly expanding areas of support.

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Online resources

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Appendix 1.

- 1 What is your approximate tenure as a Xerox employee?
- 2 Supervisor Last Name and First Name
- 3 The goals and objectives for my team and me are clear.
- 4 I understand the responsibilities of my role and what is expected of me
- 5 I believe my current responsibilities and expectations are appropriate for my role.
- 6 I understand how I am evaluated for my job performance.
- 7 The feedback I receive on my performance helps me understand how to do my current job better as well as identify opportunities for professional development.
- 8 My supervisor is available to me when I need help.
- 9 My supervisor takes a personal interest in my success and development.
- 10 I understand the training programs that are available to me to advance my career at Xerox
- 11 Training and development programs give me the knowledge and skills to perform in my current role, as well as develop for the next level.
- 12 I have opportunities for personal growth and development in my job

- 13 I am actively working through a career map with my supervisor to identify development areas to advance to a new role
- 14 I would recommend my supervisor as a leader of choice.
- 15 I understand how my schedule is determined
- 16 I believe my current schedule allows me to meet my professional needs (time for training and development).
- 17 I believe my current schedule allows me to meet my personal needs (balancing life and work)
- 18 I understand how my take-home pay is calculated
- 19 I am compensated fairly for the work I do
- 20 The compensation model motivates me to perform at a high level.
- 21 I am familiar with the programs that reward or recognize employees for excellent performance.
- 22 I believe that the reward/recognition programs that are in place motivate me to perform at a high level.
- 23 I work in a clean, safe and comfortable workplace
- 24 Overall, as an employee, how satisfied are you with Xerox?
- 25 I am currently considering another position at another company.
- 26 I would recommend Xerox as a place to work.