

**An Investigation into The Impact  
Performance Management Techniques Have  
on Employee Motivation in The Call Centre  
Industry in Ireland.**

**By  
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## **Abstract**

The purpose of this research dissertation is to investigate how performance management techniques impact employee motivation in the call centre industry in Ireland. Previous studies involving the topic of performance management and employee motivation have focused on different sectors including the healthcare sector, the public sector, and the food and beverage sector. The researcher decided to carry out this study as currently there is very little research around this topic focused specifically on the call centre industry based in Ireland.

The research uses both primary and secondary data to explore and analyse the topic further. Throughout the secondary research the areas of performance management, the benefits and limitations, performance management techniques, motivation in the workplace, and motivational theories are examined to provide a base for the primary data to explore further and identified the gap between the topics in the workplace in comparison to applying them to the call centre industry in Ireland. The researcher adopted a quantitative research approach to carry out the primary research. This was carried out by conducting an online survey with 70 respondents who are currently working in the call centre industry.

The findings revealed the overall there was high levels of positivity in relation to the requirement and understanding of performance management in the workplace. There were mixed opinions found in relation to the impact specific performance management

techniques had on their motivation levels. The key finding is the supportive techniques (continuous feedback and coaching) have a slight advantage over the two monitoring techniques (performance appraisals, monitoring key performance indicators) tested by positively impacting employee motivation. The research also established that the employees involved in the primary research were highly extrinsically motivated.

The main recommendations suggested that organisations should focus on supportive performance management techniques which develop employees' skills and strengths while also improving their individual performance and organisational performance. This would require the implementation of new performance management techniques, line manager training, and employee onboarding.

The research was limited by the relatively small sample size as a much larger sample size would have potentially provided a broader set of findings and increase the research reliability.

To conclude, the study successfully identified that performance management techniques positively impact employee motivation in the call centre industry in Ireland.

**Key words:** Performance Management, Employee Motivation, Call Centre Industry, Performance Appraisal, Continuous Feedback, Coaching, Key Performance Indicators

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## List of Abbreviations

Call Centre	CC
Chartered Institute of Personnel and Development	CIPD
Employee Motivation	EM
Key Performance Indicators	KPIs
Performance Management	PM
Performance Management Techniques	PMT
Statistical Package for Social Sciences	SPSS

## **Chapter 1 – Introduction**

### **1.1 Introduction**

The purpose of this research dissertation is to investigate the impact performance management techniques have on employee motivation (EM) in the call centre industry. While there is much research regarding performance management (PM), these studies focus on various sectors including the healthcare sector (Mesabbah and Arisha, 2016), the public sector (Burke, 2009; Delaney, 2012), and the food and beverage sector (Elumeze, 2020). There is very little research focused specifically on the call centre industry based in Ireland.

For this reason, this research dissertation aims to contribute to existing studies and literature by investigating the impact of performance management techniques (PMT) have on EM within the call centre (CC) industry in Ireland.

For the purpose of this research, a CC is defined as an operation that utilises computer technologies which enable employees to handle inbound or outbound calls which are processed by an Automatic Call Distribution (ACD) system (Taylor and Bain, 1999).

In Ireland, the CC industry is unique as it comprises of various sectors (technology, financial, telecommunications etc). Driven by the low tax rate and highly educated workforce, Ireland has become the European capital to leading multinational companies including Google, Facebook, Twitter, Intel, HPE, and LinkedIn (CPL Group, 2021; Enterprise Ireland, 2020). These multinational companies have chosen to locate their entire European operations in Ireland including large CCs. The IDA also recorded that despite the global impact the pandemic has had on the economy, 246 new international brands have entered investments in the Irish market in the past 12 months (CPL Group, 2021).

The CC industry accounts for approximately 30,000 employees in Ireland (Amárach Research, 2011). Employees based on CCs in Ireland can earn €22,000 to €30,000 skills and experience dependant (CPL Group, 2021; Sigmar, 2021; Morgan McKinley, 2021). With the average bonus ranging from 5-10% (Amárach Research, 2011) which generally rely on employee performance.

CCs began to develop in the 1970s due to the introduction of new technology. The aim was to utilise the centres as a marketing tool to open communication between organisations and their customers (Prahakar et al., 1997), with the industry continuing to expand due to rapid technological advances. The smartphone adoption rate is one area which heavily influenced this expansion as consumers are increasingly relying on and expecting telephone communications (Cowles and Crosby, 1990; Dabholkar, 1994). Deloitte (2019) highlighted 19 out of 20 adults in Ireland own a smartphone.

CCs use telecommunications and information systems technologies to carry out their operations, use of automated systems which delegate work to each employee including the monitoring of time and performance, and tasks involve providing customers with a telephone service via inbound and outbound calls (Richardson and Gillespie, 2003; Taylor and Bain, 1999). Services provided can include but are not limited to areas such as customer service, sales, support desks, complaint handling and collection desks however most follow a common CC labour process in which employees use technology to communicate with customers over the phone (Taylor and Bain, 1999).

CCs are highly pressurised environments which heavily monitor employee performance to manage organisational performance (Pawan et al., 2009; Bobek and Wickham, 2015). CCs have been commonly referred to as white-collar sweatshops (Marr and Parry, 2004).

CCs commonly use key performance indicators (KPIs) and metrics to monitor individual and organisation performance. KPIs generally include service levels, speed of answering calls, call abandon rate, percentage of first call resolution, call duration time, post-call administration time, and total calls handled (inbound and outbound) (Feinberg et al., 2000; Anton, 1997; Deery et al., 2002). However, these performance metrics generally have a negative effect of an employees' ability to deliver (Dean and Rainnie, 2009).

Pressurised environments have a huge impact on EM. Constant exposure to strict controls, scripts, and technological surveillances can be emotionally exhausting (Deery et al., 2002). PMTs can guide employees towards specific behaviours. Organisational goals can facilitate this, employees will be motivated to behave in a particular manner once they believe their goals are achievable (CIPD, 2020; Vroom, 1964).

Presently, there is a research gap regarding the relationship between PMTs and EM in CCs based in Ireland. The purpose of this study is to carry out a quantitative study in the industry to gather data into the impact PMTs have on the motivation levels of CC employees.

## **1.2 Research Objectives and Questions**

The overall objective of this research is to analyse the impact PMTs have on EM within the CC industry.

The study seeks to answer the below main question;

“How do performance management techniques in CCs in Ireland impact EM?”

In order to answer this research question, the researcher will examine further objectives to attain an enhanced understanding:



1. To explore the standard PMTs utilised in CCs in Ireland.
2. To find out if employees find the PMTs beneficial to them in terms of productivity, motivation, and commitment to the organisation.
3. To investigate the benefits and limitations of utilising PM in CCs in Ireland.
4. To explore EM in the context of the CC industry.
5. To understand the impact of PMTs on EM in the CC industry in Ireland.
6. To investigate if PMTs impact EM in a positive or negative way.
7. To explore employees understanding of the requirement for PM processes to be in place.
8. To explore the application of motivational theories in the CC industry in Ireland.

This study will add to existing research by specifically focusing on the CC industry. The main objective of this research project is to understand if PMTs impact EM levels, positively or negatively, within a CC environment.

The observations from this study will be allow the researcher to make recommendations to the CC industry to help manage EM levels and improve individuals' performance, and to such a degree, improve the overall organisation performance. This study is important for organisations with CCs as part of their operation who are looking to improve and understand EM and organisational performance.

### **1.3 Rationale for this study**

The purpose of this dissertation is to investigate the impact PMTs have on EM in the CC industry in Ireland. The main reason behind this investigation is that currently there has been very little studies carried out that link PMTs and EM with the CC industry.

Motivation is the process where a person's work is energised and directed towards achieving a goal (Casey and Robbins, 2010). EM is a significant aspect for the achievement of an organisation's performance goals. The CC industry is highly competitive with a high focus on meeting targets (Deery et al., 2002). As a result of this, EM is a key factor that organisations must focus on to ensure both individual and organisational performance objectives are met.

A previous study on PM systems in the food and beverage industry in Ireland identified that the PM system put in place affected employees' involvement in organisational goals positively and improved employees' performance and attitude (Elumeze, 2020). Another study which focused on a semi-state organisation, also identified a positive impact to employees' motivation levels which was a direct result from goal setting techniques used in the performance review process (Barrett, 2011). In a third study carried out on the linkage between PM systems and the motivational levels of employees identified that most respondents were not motivated by PM systems without an improved feedback strategy and link to a reward strategy (Gunpath et al., 2017).

The rationale behind this study is to contribute towards the topic by investigating the topic within the CC industry which is a different context to previous studies.

The investigation into the CC industry is of great importance as it aims to determine the impact PMTs have on EM. PM processes should always embed a certain amount of motivation and encouragement. An employee's level of competence, support, and motivation impacts on performance levels (Harrison, 1997). The researcher will define if EM levels improve or deteriorate as a result of the PMTs used as well as identifying why EM is impacted.

The author aims to fill the gap in existing literature by researching how PMTs positively motivate employees, and in cases where EM has deteriorated, common reasons as to why will be explored. The research provides an insight into these aspects within the CC industry.

#### **1.4 Methodology**

For the purpose of this dissertation, the researcher will carry out a quantitative research approach. This approach was chosen for this study as quantitative research offers factual, hard data (Barnham, 2015). The author chose this method of research to analyse and determine the relationship between PM and EM within CC employees. The quantitative method allows data to be generalised to reflect CC employees rather than the data been viewed as a coincidence (May and Williams, 1998).

Saunders et al. (2019) reasoned that quantitative research takes on a survey strategy through the utilisation of questionnaires. The use of surveys will allow collected data to be quantitatively analysed using descriptive and inferential statistics (Saunders et al., 2007). As a result, the researcher used a structured survey as the main method of research. The structured survey aims to provide reliable and valid data to allow the researched understand the impact that PMTs have on EM.

The survey will be distributed via an online link with an accompanying covering letter detailing the purpose of the survey and how the data will be processed. It will be shared with employees who are currently working in a CC based in Ireland. The companies will be kept anonymous for confidential and ethical reasons. The survey will consist of 31 questions in total, 6 closed questions and 25 Likert scale questions.

## **1.5 Dissertation Structure**

This study comprises of six chapters.

### Chapter 1 – Introduction

This chapter provides an introduction of the research topic, the aims and objectives, the background and context of the study., and the rationale for the research.

### Chapter 2 – Literature Review

This chapter provides a comprehensive analysis of literature relating to the topic of PM, and motivation. The literature includes recent academic journals, books, and reports. The chapter investigates related theories and studies as well as any gaps which will be addressed in the primary research.

### Chapter 3 – Research Methodology

This chapter provides a detailed breakdown of the research methodology utilised in order to collect the research data. Data collections methods, the sampling techniques and research limitations are all included in this chapter.

### Chapter 4 – Findings and Analysis

This chapter provides a detailed breakdown of the findings of the research study. It interprets the data collected from the survey.

### Chapter 5 - Discussion

This chapter includes the details of the final research outcome and the connection to the literary review in chapter 2.

### Chapter 6 – Conclusion and Recommendations

This chapter provides a detailed conclusion of the research study including recommendations for the future handling of PMTs.

## **Chapter 2 – Literature Review**

### **2.1 Introduction**

There is much research regarding PM which focus on different sectors with very little research focused on the CC industry. This chapter will carry out an analysis of current literature which is associated with PM, specifically, the impact PMTs have on EM.

In order to fully investigate the research question the literature review will examine the two main concepts of the question which are PM and EM. This will allow the researcher to gather a thorough understanding of both elements of the question and identify any gaps in current research which will be investigated through the use of primary research.

For the purpose of this literary review, firstly, PM will be defined as a concept. Secondly, the review will demonstrate the benefits and limitations of PM and how this impacts today's workforce. Thirdly, PMTs will be discussed, namely those which are commonly used in today's CC. The literature review will then move on to define the concept of motivation and its place in the workplace. Two motivational theories will be examined (Adams Equity Theory, and Herzberg's Two-Factor Theory). Finally, the relationship between PM and EM in a CC will be analysed.

To summarise, this chapter will analyse literature which focuses on PM and EM and identify gaps in the research which the researcher aims to answer in this study. The research question the researcher aims to answer is: "How do PMTs in CCs in Ireland impact EM?" Any gaps that are identified from current literature will be investigated further in the primary research carried out by the author.

## **2.2 Performance Management**

### **2.2.1 Performance Management Definition**

There are ample amounts of definitions of PM which can be found in literature.

Armstrong (2006, p.1) defines PM as *“a systematic process for improving organisational performance by developing the performance of individuals and teams”* which allows organisations to improve results through obtaining an understanding of performance and managing this through a set structure of planned goals and standards.

According to Fletcher (2001), the process of PM facilitates organisations in setting goals, determining standards, assigning, and evaluating work, and distributing rewards.

From each of these definitions, the researcher has surmised that each definition features the relationship between improving performance and setting goals which ultimately allows organisations to achieve their objectives. There are a number of previous studies focusing on PM leads to many varying opinions on the effectiveness of PM some of which are outlined below.

Egan (1995) argues that PM is an effective process once it is a collaborative approach with managers leaning away from control and focusing more on encouraging development through their interactions with employees. This perspective is supported by Armstrong and Baron (1998) who state employees and managers can attain a mutual understanding of the goals and expectations with efficient communication.

Armstrong (2009) argues that PM is an inadequate system which will never succeed. DeNisi and Kluger's (2000) study identified that feedback provided while carrying out PMTs has had a negative effect on performance in one-third of individuals included in their study.

The study identified that it was the feedback received and the delivery of this that impacted performance in a detrimental manner.

These conflicting opinions will be explored throughout each section in the literature review.

The primary research seeks to determine how PMTs impact EM levels with a focus on employees based in CCs in Ireland. The primary research will analyse PM, the techniques, benefits, and limitations, and to gather an understanding the impact this process can have on EM in CCs.

The next section of this literature review will analyse the benefits of PM in the workplace.

### **2.2.2 Benefits of Performance Management**

The academic studies outlined below highlight the benefits of PM when carried out correctly. This section of the literary review will discuss the benefits of PM which have been identified in existing studies namely performance improvement, the identification of training needs, and the facilitation of the development of the manager-employee relationship.

- **Improves performance**

PM can impact overall organisational performance in several ways. Many of the techniques put a particular focus on aligning organisational and individual goals which facilitates overall organisational effectiveness improving employee motivation (Biron et al., 2011; Brown and Hirsh, 2011).

- **Identifies training needs**

PM allows line managers to identify areas of weaknesses and improvements for their team members. The process can also allow employees to identify areas which they feel



they require further support which gives them autonomy over their own career development. Aguinis and Pierce (2008) identify this as a key benefit of PM as training and development can be allocated more efficiently according to needs. McMahon (1999) outlined that training and development opportunities in the workplace motivated employees to achieve performance and organisational objectives.

- **Build manager-employee relationships**

PM can empower the manager-employee relationship allowing both parties to become aware of each other's expectations (Armstrong, 2010; Biron et al., 2011).

Constant communication through feedback and coaching can allow managers to spend valuable one-to-one time with employees transferring skills and knowledge which in turn builds trust and develops individuals. Blunt et al. (2017) outlines that it is this partnership between the line manager and the employee which permits a sustained and improved performance which can have a positive impact on EM.

Through the primary research the researcher aims to identify if these benefits are reflected in the CC industry. This will be explored through the use of Likert scale style questions.

The next section of this chapter will analyse the limitations of PM in the workplace.

### **2.2.3 Limitations of Performance Management**

The academic studies outlined in this section highlight the limitations of PM. There are many different areas which are critical to address in order to ensure PM is successful in an organisation. This section will discuss the limitations of PM which have been established by

academics previously which include line managers, employee buy-in, lack of training, and PM measurement methods and the implications of these limitations on EM.

- **Line Managers**

Tuytens and Devos (2012) suggest that line managers are the weak link in the PM process. PM is a complex process as it involves line managers evaluating the performance of a team member (Coens and Jenkins, 2002). This operation highlights the importance of line managers acting fair and without bias. Armstrong and Baron (2005) identify this as a risk to the process as employees can believe managers would use preferential treatment to those individuals they like. According to Beardwell and Thompson (2017) this can impact EM as managers need to balance judging employee performance as well as maintaining motivation and engagement levels in their teams.

- **Employee Buy-In**

In order for PM to succeed, organisations need the collaboration from all stakeholders including employees (McMahon, 2009; Egan, 1995). It can be difficult for organisations to correctly portray PM in a positive light. Employees can have a misconception of performance appraisals as they can focus on negative aspects of performance and areas that require improvements which employees can find irrelevant (Pulakos et al., 2008; Brown and Hirsh, 2011). According to Adam's Equity Theory an imbalance of employee input and employer output can have an impact on employee motivation.

- **Lack of training**

More than often line managers are responsible for implementing PM in their teams and should therefore have the skills and competence to carry out the process effectively (Brown and Hirsh, 2011). However, studies have identified that line

managers rarely receive PM training (Biron et al, 2011) and if training is provided it seems to be insufficient in comparison to what line managers are expected to perform (Armstrong and Baron, 2005). Ensuring that uniform training is provided can eliminate the risk of line managers following inconsistent processes (Redman et al, 2000; Biron et al., 2011). This can impact EM as managers need to understand how to maintain motivation and engagement levels in their team (Beardwell and Thompson, 2017).

- **Measurement methods**

Organisations must have correct measurement methods in place which can capture performance in a multidimensional approach (Campbell et al., 1993), by doing this, it could have a positive impact on EM. Houldsworth and Jirasinghe (2006) identify that the majority of organisations reported that their PM was effective however had no clear scale on how to measure the effectiveness.

Longnecker (1997) identified the failure of a PMT:

- 83% failure due to unclear criteria
- 75% failure due to managers not obtaining correct measurements of an employee's actual performance.

The primary research aims to identify if the limitations are present in the CC industry in Ireland. Similar to the investigation into the benefits on PM, Likert Scale style questions will be utilised.

The next section of this literature review will examine PMTs which are commonly used in CCs.

### **2.3 Performance Management Techniques**

PM consists of a number of sub-activities which organisations carry out to continuously improve performance by setting goals, analysing both organisation and individual performances (DeNisi 2011; Armstrong, 2009; Gravina and Siers, 2011).

The purpose of this research dissertation is to investigate the impact PMTs have on EM in the CC industry. The following section will define a number of the PMTs used in CCs and seeks to answer objective 1.

Firstly, performance appraisals will be explored. This will be followed by the concept of continuous feedback which is becoming a common addition to performance appraisals in many organisations. The review then moves on to the PMT of coaching which allows managers to support and improve their teams' individual performances. Finally, the technique of monitoring key performance indicators will be analysed. These will be explored to ascertain the link these have to EM.

#### **2.3.1 Performance Appraisal**

Performance appraisals are a PMT which eliciting information about the performance of employees and comparing this with predefined criteria (Beardwell and Thompson, 2017) which links into rewards, training and development requirements, and an organisations overall performance.

According to DeNisi (2000) a performance appraisal is a system organisations use which assigns a 'score' to evaluate an individual's performance level. It is a PMT which involves monitoring employee performance.

Performance appraisals put managers in a 'catch 22' position as they are expected to judge and rate employee performance while also being responsible for the development and motivation of their teams (Beardwell and Thompson, 2017). Beardwell and Thompson (2017) also make a point that managers may be reluctant to rate their team members negatively due to this risk of demotivating them.

Performance appraisals are a technique that can motivate employee's if managed effectively. Idowu (2017) study finds that organisations that use performance appraisals have seen positive impact on EM. In contrast to this however, Gallup (2018) has reported that only 14% of employees found that the performance appraisals inspire them to improve their performance.

The primary research will investigate how performance appraisals impact EM in CCs through the use of statements on a Likert Scale.

The next section of this literature review will analysis the PMT of continuous feedback.

### **2.3.2 Continuous Feedback**

There are arguments which support that the annual performance review is now outdated and providing continuous feedback on performance and goals throughout the year is a more effective method. Capelli and Tavis (2016) state that regular conversations about performance and development allow organisations to build a workforce which will remain competitive in the future.

Continuous feedback is a supportive method of PM. It is imperative that managers can provide feedback effectively while motivating their employees in the correct way (Rankin, 2014). Feedback focuses on past behaviour and is often used to help poor performers change their behaviour to improve performance and achieve their goals.

In a move away from the annual performance appraisal, GAP have implemented a process of continuous feedback throughout the year concluding with an end of year assessment to summarise the performance talks which were held throughout the year (Capelli and Tavis, 2016).

Gallup (2018) report that 26% of employees strongly agree that the feedback they receive helps them to do their work better.

The use of continuous feedback as a performance technique can be utilised as a powerful motivator and source of encouragement for employees (Gilley and Boughton, 1996). They also suggest that continuous feedback supports employees to better understand their strengths and weaknesses thus supporting their growth and development.

The primary research will investigate how continuous feedback impacts EM in CCs through the use of statements on a Likert Scale.

The next section of this literature review will analyse the PMT of coaching.

### **2.3.3 Coaching**

Whitmore (2003) defines coaching as:

*“Unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them”.*

Coaching is a supportive technique of PM which focuses on improving and developing individual’s skills. Coaching is usually a one-to-one, on-the-job approach (Armstrong, 2006).

According to Lussier and Achua (2007) the process of coaching involves motivational feedback to maintain and improve performance which will be analysed in the primary research of this study.

CIPD (2021) defines common characteristics of coaching in organisations:

- Indirect form of development;
- Focuses on developing and improving individual performance;
- Covers both organisational and individual goals; and
- Puts emphasis on performance at work.

The primary research will investigate how coaching can impact EM in CCs through the use of statements on a Likert Scale.

The next section of this literature review will analysis the PMT of monitoring key performance indicators.

#### **2.3.4 Monitoring Key Performance Indicators**

The use of Key Performance Indicators (KPIs) is a method of measuring performance which is highly monitored. The majority of KPIs used in CCs relate to telephone technology and employees' adherence to operational best practice (Miciak and Desmarais, 2001).

Common KPIs used is CC (Gilmore and Moreland 2000; Marr and Parry, 2004):

- Average speed of answering
- Breakdown of time through phone logs (calls, breaks, administration, idle etc.)
- Call abandonment rates
- Call completion time
- First call resolution

- Number of calls handled
- Percentages of 'not ready' time
- Time taken to answer calls

As there are so many potential statistics that can be monitored in a CC, it is imperative that organisations understand what aspects are important for them to monitor and manage. KPIs can be used effectively to monitor individual's performance levels and as suggested by Hill-Willson (2013) utilised to help motivate underperforming agents through the use of coaching and feedback.

The primary research will investigate how the use of KPI's can impact EM in CCs through the use of statements on a Likert Scale.

The next section of this literature review will conclude the review of PMTs.

### **2.3.5 Conclusion of Performance Management Techniques**

The aim of this section was to contribute towards addressing some of the key objectives required to answer the main question based on the current literature of PMTs.

From this review, a gap in the literature was identified which was how these PMTs impact EM in a CC industry. In the primary research, the researcher seeks address these gaps. In particular focusing on the objectives 1, 5 and 6.

Literature on the definition of motivation will be reviewed next.

## **2.4 Motivation**

### **2.4.1 Motivation Definition**

There are many authors who have defined the concept of motivation:



- *“...the psychological process that gives behaviour purpose and direction.”* (Kreitner, 1995)
- *“...the process used to allocate energy to maximise the satisfaction of needs.”* (Pritchard and Ashwood, 2008).
- *“a set of forces that energise, direct, and sustain behaviour.”* (Hitt et al., 2012).

Motivation is often categorised in to two different types: intrinsic motivation and extrinsic motivation.

Intrinsically motivated behaviours are defined as behaviours carried out for an individual's own internal satisfaction (Deci, 1971; Champoux, 2011). Intrinsically motivated employees often feel their work is important, challenging, and a degree of autonomy (Armstrong, 2009).

Extrinsically motivated behaviours are defined as behaviours performed in order to receive something external, separate to the activity from another party (DeCharms, 1968; Lepper and Greene, 1978). Employees often receive rewards in the workplace which are extrinsically motivate them to perform and achieve targets in their roles. These rewards vary from pay, bonuses, and promotions (Rose, 2014).

Although each definition outlines the different factors that can motivate individuals, intrinsic and extrinsic motivation may actually complement each other. The combination of both intrinsic and extrinsic motivation can have a positive impact on performance and motivation (Kominis and Emmanuel, 2005). Amabile (1993) identified three factors which can allow for these conditions:

1. A person's initial motivational nature;
2. The type of extrinsic motivator being utilised; and

### 3. The timing of the use of this extrinsic motivator.

The primary research will explore the concept of motivation including how the CC sample is motivated (extrinsically or intrinsically).

The next section of this literature review will analyse the concept of motivation in the workplace and EM.

#### **2.4.2 Motivation in the workplace**

EM refers to how employees act, going above and beyond to achieve unusual goals which can be influenced by managers (Fiaz et al., 2017).

Pritchard and Ashwood (2008) outlines motivation as a collaboration between an organisation and its employees. Employees are expected to dedicate their time and energy to an organisation in exchange for knowledge and skills and pay and benefits. Pritchard and Ashwood (2008) add further that once all parties have an understanding of the exchange, a highly motivated environment can be created.

It is a natural instinct for people to be motivated to perform well however this motivation can be impacted and become demotivation if an individual begins to feel overworked, unsupported, or frustrated (CIPD, 2021) which also supports Adams Equity Theory (1965) which will be explored later in this chapter. This suggestion that employees become demotivated when they are overworked, unsupported and frustrated will be further explored in the primary research to investigate the relevance of this theory among employees in the CC industry in Ireland, seeking to answer objective 8.

The next section further discusses the concept of motivation in the workplace and identifies existing studies which identify what motivates employees.

### **2.4.3 What motivates employees**

Employees who are intrinsically motivated through the satisfaction of accomplishing or completing tasks in return for recognition or acknowledgement. One of the most established influences on motivation is autonomy or self-determination – that is, being empowered to shape one’s job makes it more meaningful and enjoyable (CIPD, 2021).

Kominis and Emmanuel (2005) study explores extrinsic motivational and reward factors which highlighted different preferences within employees at different stages of their careers. The study found that managers in their early career were intrinsically motivated, senior managers were extrinsically motivated, and those managers in the later stages of their careers were much less focused on intrinsic or extrinsic factors. This study supports the perspective that an individual’s motivation factors change and can be dependent on life stages and priorities, and environmental and situational factors. This will be further explored in the primary research in terms of how the CC employees are motivated. The primary research aims to address objective 4, 7, and 8.

The next section identifies the top motivating factors in the workplace which have been identified in existing studies.

### **2.4.4 Top Motivators**

Wiley’s (1997) study of motivation surveys established the top motivating factors among employees:

1. Compensation
2. Recognition
3. Job security
4. Development opportunities

5. Interesting job content

Hays (2020) reported five key factors that motivate employees more than compensation:

1. A sense of meaning in their work;
2. A positive company culture;
3. Recognition;
4. Learning and development opportunities;
5. Career progression.

These studies have provided more informational and background to objective 4. The primary research aims to define the top motivators for those employees in CCs based in Ireland.

#### **2.4.5 Conclusion of Employee Motivation**

The above definitions and theories are generic across workplaces rather than specifically focused on a CC industry. The primary research will focus on this gap in the existing literature.

The primary research aims to identify how the respondent's motivation levels are impacted whether this is positively or negatively, what are the top motivating factors and the biggest demotivators.

Objectives 4, 7, and 8 identified in chapter 1 will be explored further in the primary research.

The next section of this literature review will examine key motivational theories.

## **2.5 Motivational Theories**

There are many theories of motivation which have established over the past 80 years. This section of the literary review will three key motivational theories.

Firstly, Adams' Equity Theory will be analysed and secondly, Herzberg's Two Factor Theory will be discussed. The researcher chose these two theories as they are well established and have been explored in existing studies. The researcher aims to investigate these theories in the environment of the CC industry in Ireland.

### **2.5.1 Adams' Equity Theory**

Adams Equity Theory (1965) explores the relationship between employees' motivation and the way they are treated in an organisation. The Equity Theory suggests that motivation is a function of how employees view their ratio of outcomes to inputs in comparison to those colleagues (Skiba and Rosenburg, 2011).

The employee-employer relationship within the Equity Theory encompasses the exchange between inputs and outputs.

- Inputs are contributions from the employees (Kollmann et al., 2020) such as time, effort, skills, and commitment.
- Outputs are rewards from the organisation (Kollmann et al., 2020) such as benefits, bonuses, recognition, job security, and incentives.

Employees feel satisfied and motivated when there is equity or balance between the outputs, they receive in comparison to the inputs they provide the organisations with (Huseman and Hatfield, 1990). This idea is further supported by Pritchard and Ashwood (2008).

Like many theories, the Equity Theory has received criticisms from academics as there is a disregard for other factors which may impact an employee’s motivation levels outside of the exchange of inputs and outputs. Once such limitation was identified in (Kollmann et al., 2020)’s study on the impact difference ages have on EM.

In contrast to the Equity Theory, Herzberg’s Two Factor Theory suggests that the absence of motivators does not in fact lead to dissatisfaction. This theory will be discussed next.

The primary research will explore this theory by applying it to the CC sample to see if they are motivated when there is a transaction of equity in place between the employee and employer. This aims to further answer objective 8.

The next section will examine Herzberg’s Two-Factor Theory.

### 2.5.2 Herzberg’s Two Factor Theory

Herzberg’s Two Factor Theory (1996) enhances previous studies and theories on motivation. The theory is based on two factors, hygiene, and motivators, which are said to impact EM and job satisfaction if present or absent in the workplace.

- Hygiene factors can result in dissatisfied employees if there are not fulfilled.
- Motivator factors can result in satisfied employees if they are fulfilled.

The theory is likened toward the values held in intrinsic and extrinsic motivators.

Motivators Factors	Hygiene Factors
<ul style="list-style-type: none"> <li>• Achievement</li> <li>• Recognition</li> <li>• Work</li> <li>• Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Policies</li> <li>• Supervision</li> <li>• Working conditions</li> <li>• Interpersonal relationships</li> </ul>

<ul style="list-style-type: none"> <li>• Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Status</li> <li>• Security</li> </ul>
--	--

(Herzberg, Mauser, and Synderman, 1959)

Some existing studies explore the theory in today's modern-day workplaces to measure its relevancy and ambiguity in relation to the two factors (Stello, 2011).

The primary research will explore this theory by applying it to the CC sample to see if their motivation is impacted through the fulfilment of the two factors, hygiene, and motivator. It will also explore if there is ambiguity between the two factors. Similar to section 2.5.1, the primary research will further expand on objective 8.

### 2.5.3 Conclusion of Motivational Theories

Inconsistencies throughout the theories support the idea that motivation levels will differ for employee's dependant on the context of their work, work environment and other factors external to work. Considering the above two motivational theories and the different aspects which may motivate employees, it is important for organisations to incorporate both monetary and non-monetary rewards as methods of motivation to appeal to both intrinsically and extrinsically motivated employees (Armstrong and Baron, 2005).

Although there are clearly copious amounts of studies which has been carried out on EM, the aim of this research is to explore how PMTs impact EM in CCs. The primary research will investigate the respondents 'needs' and 'wants' in terms of motivational factors while also analysing other factors which may impact their motivation levels in the CCs.

The next section of the literary review will focus on the relationship between PM and EM in the CC industry.

## **2.6 Performance Management and Employee Motivation in a Call Centre**

This section aims to link the two main concepts of the research question, PM, and EM, together while identifying the gap in the literature in relation to the CC industry.

### **2.6.1 Performance Management and Employee Motivation**

PMTs aims to improve employee performance in order to improve an organisations overall performance levels which requires an element of supporting and motivating employees (Fletcher, 2001). The impact of this motivation on employee performance has led to extensive amounts of studies in this area.

According to Linder (1998), organisations need motivated employees to survive as naturally, motivated employees are more productive employees.

Extrinsic motivators can help to attract and retain employees who are satisfied (Armstrong, 2002) with benefits and monetary rewards received in exchange for achieving performance goals. Extrinsic motivators can have a positive impact on employee performance once the objectives are realistic and achievable (Kerr, 1997; Vroom, 1964).

However, it has been argued that if these rewards were removed, extrinsically motivated employees would not remain motivated and continue to perform in their role (Silverthorne, 2005).

There have been numerous studies carried out previously outlining the links between PM and EM. Gallup (2018) reported that only 2 in 10 employees strongly agree that their performance is managed in a positive way that motivates them.

The next section will discuss the two concepts in relation to the CC industry while identifying the gap in existing literature that the primary research aims to investigate.



### **2.6.2 Performance Management and Employee Motivation in a Call Centre**

As defined in Chapter 1, a CC is an operation that utilises computer technologies which enable employees to handle inbound or outbound calls which are processed by an Automatic Call Distribution (ACD) system (Taylor and Bain, 1999). The use of technology has meant that much of the task is automated and can be quite repetitive and productivity is maximised. It is very important to measure and maintain performance levels in CCs which can be achieved through an objective and systematic PM system (Oztaysi et al., 2020).

CCs are highly pressurised workplaces with the agent roles strictly monitored to maintain organisational performance (Pawan et al., 2009; Bobek and Wickham, 2015). There are contrasting views surrounding the complexity of work itself. Some studies define the tasks can be seen as simple, routine, repetitive and require little skills to be displayed (Suff et al., 2005) while other studies define the role as complex, required good working knowledge and excellent communication skills (Taylor and Bain, 2001).

In previous studies CCs have been referred to as assembly line productions (Taylor and Bain, 1998) and white-collar sweatshops (Marr and Parry, 2004). The roles are very target and results driven with salaries supplemented with performance bonuses normally ranging from 5-10% (Amáarach Research, 2011). In a study carried out by Wallace et al., (2000) on four CCs, it was identified that they all weighted PM, goals and objectives towards numerical quotas and targets for efficiency.

Existing studies argued that the heavy focus on performance metrics generally has a negative impact on an employee's ability to deliver (Dean and Rainnie, 2009) and can be emotionally exhausting (Deery et al., 2002). CCA/Kaisen Consulting (2005) suggested that employee with multiple targets can often feel like they are being constantly monitored and that these performance targets can be constraining and demotivating.

However when carried out correctly there is numerous studies which prove that once carried out correctly, PM can have a positive impact on employees which were summarised in section 2.1.2 as performance improvement (Biron et al., 2011; Brown and Hirsh, 2011), training gaps can be identified (Aguinis and Pierce (2008) and it can also facilitate the development of manager-employee relationships through coaching and feedback as well as a strong sense of collaboration (Armstrong, 2010 ; Biron et al., 2011).

This research study aims to investigate the area of PM and EM with a specific focus on the CC industry. The specific focus on the CC industry aims to investigate the gap in existing literature.

It is clear from the existing literature reviewed in this chapter that organisations as well as CCs utilise PMTs. There are lots of conflicting studies which identify that these techniques can have a positive or negative impact on EM. The primary research will investigate exactly how PMTs impact EM for those working in CCs based in Ireland. The objectives that will be examined are Objectives 4 and 8.

The next section of this chapter will conclude the literature review.

## **2.7 Conclusion**

The literature analysed throughout this chapter relates directly to the concepts of PM and EM which are included in the research question. The literature review identifies some clear gaps and emerging issues in relation to the relationship between the two concepts in the environment of a CC in Ireland.

These studies provide a clear image of the direct relationship between PM, PMTs, and EM. However, the researcher has identified a gap in the existing literature as there is no clear identification of how PMTs impact EM in CCs in Ireland.

Through the primary research the author seeks to address these gaps and exploring the objectives which are outlined in Chapter 1.

## **Chapter 3 – Research Methodology**

### **3.1 Introduction**

The purpose of this chapter is to identify and outline the methods used in relation to the research provided in this dissertation. This chapter will also identify the objectives and the design for the research, justification for the research as well as the way the data was collected. The chapter will outline the rationale for utilising a quantitative research method. Finally, the limitations of the research will be examined.

### **3.2 Research Aim**

The primary aim of this research study is to investigate the impact PMTs have on EM in the CC industry in Ireland. This research study aims to add to the gap in existing literature which fails to address the link between PM and EM in the CC industry.

### **3.3 Research Title**

The primary research question of this study is to answer the following question:

*“How do performance management techniques in CCs in Ireland impact EM?”*

### **3.4 Objectives of the Study**

The main aim of this research is to investigate and examine how PMTs impact EM in CCs based in Ireland.

In order to answer this research question, the researcher will examine further objectives to attain an enhanced understanding:

1. To explore the standard PMTs utilised in CCs in Ireland.
2. To find out if employees find the PMTs beneficial to them in terms of productivity, motivation, and commitment to the organisation.

3. To 'investigate the benefits and limitations of utilising PM in CCs in Ireland'.
4. To explore EM in the context of the CC industry.
5. To understand the impact of PMTs on EM in the CC industry in Ireland.
6. To investigate if PMTs impact EM in a positive or negative way.
7. To explore employees understanding of the requirement for PM processes to be in place.
8. To explore the application of motivational theories in the CC industry in Ireland.

### 3.5 Research Framework

The research framework for the methodology of this dissertation follows Saunders et al (2008) research onion. The research onion is made up of six layers which compose the overall research methodology including philosophies, approaches, strategies, choices, time horizons, and techniques and procedures.

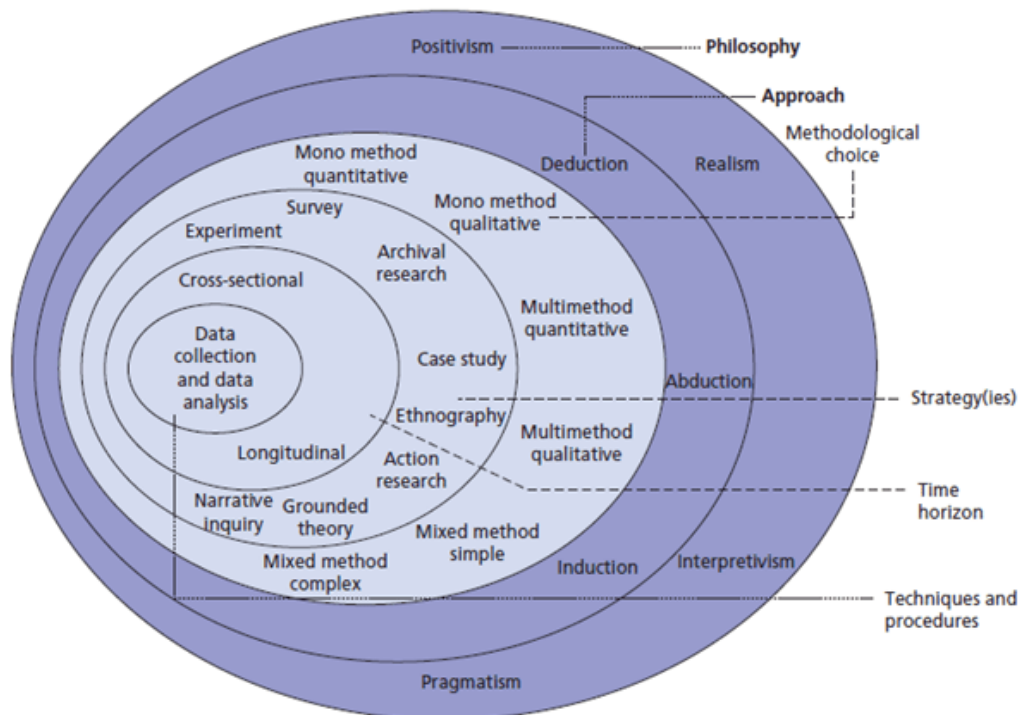


Figure 3.1 - Research Onion (Saunders et al., 2008, P. 108)

### **3.6 Research Philosophy**

Saunders et al. (2009) illustrates the research philosophy as an approach:

“... adopted by a researcher holds critical assumptions about the way in which the researcher views the world. These assumptions support the researcher’s chosen research strategy and methods”.

Referring to Saunders et al (2008) research onion research philosophy is the first layer of the framework. Two of the main philosophies outlined by Saunders, Lewis, and Thornhill (2003) are positivism, and interpretivism.

#### **3.6.1 Interpretivism**

The research philosophy of interpretivism requires the researcher to understand the differences between people in their role as social actors (Saunders et al., 2007). Quinlan et al (2011) defines interpretivism as a philosophy that has a social reality which is related to interpretation and interaction.

Research that adopts the interpretivism philosophy focuses on observations, feelings, life experiences, and meanings all of which are data types that are gathered qualitatively (Anderson, 2004; Quinlan, 2011) therefore this philosophy will not be used for this research study as this research is utilising a quantitative research approach.

#### **3.6.2 Positivism**

The research philosophy of positivism refers to the method of working with an observable social reality to produce a solid set of generalisations similar to those produced by natural scientists (Saunders et al, 2019). Quinlan et al (2011) defines positivism as a philosophy that has only one reality separate from consciousness.

Saunders et al. (2019) further discusses that researcher adopting this approach should remain neutral which can be undertaken through the use of a web-based survey with no physical interactions.

For the purpose of the research study, the researcher will adopt this approach of positivism. This approach would be the most appropriate as it is often connected to large samples and typically quantitative methods of analysis (Saunders et al, 2019) which this research study is carrying out through the use of a structured survey.

For this dissertation, the researcher decided that the most appropriate approach would be the positivism approach as it is more suited to for the reasons outlined below:

- This research study uses a quantitative approach which is in line with the positivism philosophy.
- This research study is investigating an observable social reality which is PM in a CC and the impact these techniques have on EM.
- The data collection method of a web-based survey will allow the researcher to remain neutral throughout the research.

### **3.7 Research Methodology Approach**

According to Saunders et al (2008) research onion, the next layer in the research methodology is to determine the approach this research will take. There are two different research approaches a researcher must choose between, deductive and inductive.

#### **3.7.1 Inductive**

According to Quinlan et al (2019) an inductive approach uses primary data to theories or concepts relating to literature. Quinlan et al. (2019) further defines the inductive approach

as a process of establishing a proposition on the basis of an observation. This approach is mainly used for qualitative research which generally collects an understanding of meanings (Saunders et al, 2019).

An inductive approach carries some risks for the overall research, namely that the primary research will identify no useful data patterns (Saunders et al., 2019).

### **3.7.2 Deductive**

According to Saunders et al (2019) a deductive approach derives the conclusion logically from a hypothesis or theory that will be observed. Quinlan et al. (2019) defines the deductive approach as a process of acquiring a conclusion about a situation based on existing literature which has been tested and known to be true. This approach is mainly used for quantitative research which generally collects numerical and statistical data (Saunders et al, 2019).

For the purpose of this research, the researcher shall take a deductive approach to research as it is more suited to for the reasons outlined below:

- As stated throughout this study, there is much research regarding PM (Mesabbah and Arisha, 2016; Burke, 2009; Delaney, 2012; Elumeze, 2020) which help to form the basis of this study.
- This approach is primarily suited for positivist research (Saunders et al., 2009).
- Throughout Chapter 2 the researcher critically reviewed current literature and theories in relation to PM and EM. The primary research investigated this existing literature when applied to the CC industry in Ireland.



### **3.8 Research Methods**

Saunders et al (2008) research onion outlines the next layer in the research methodology is to determine the research method which will be taken. There are three types of research methods according to Saunders et al. (2007), exploratory research, descriptive research, and explanatory research.

#### **3.8.1 Exploratory research**

Robson (2002, p. 59) describes exploratory research as *“what’s happening; to seek new insights; to ask questions and to assess the phenomena in a new light.”* It is an effective way to add new insights into an area or subject.

Saunders et al (2019) identified methods of conducting exploratory research as:

- Analysing existing literature;
- Conducting interviews with subject ‘experts’;
- Conduct focus group interviews.

#### **3.8.2 Descriptive research**

Robson (2002, p. 59) describes descriptive research as a process carried out *“to portray an accurate profile, events, or situations.”*

Researchers must have a clear image of the situation which they wish to collect data on prior to the data collection (Saunders et al., 2019). Saunders et al (2019) further discusses the use of descriptive research as a research method, explaining that this research type can be used as an extension of both explanatory and exploratory research.

### **3.8.3 Explanatory research**

Saunders et al. (2019) defines explanatory research as a research process with direction that seeks to study an impact, a problem, or a situation. Explanatory research useful for research study investigating processes in organisations (Noor, 2008). The most common data collection methods for an explanatory research are interviews and questionnaires.

The researcher considered several factors when choosing the most suitable research method. These factors included time constraints, existing literature, and the topic of research which is the impact PMTs has on EM in the CC industry in Ireland. Considering these factors, the researcher shall take an explanatory approach to research.

### **3.9 Data Collection**

There are two main methods of data collection, qualitative and quantitative.

Qualitative research is defined as research which generates non-numerical data such as respondents' feelings, understandings, or ideas (Saunders et al., 2019; Quinlan et al., 2019). This research approach is an explorative approach in to getting an insight in to individuals' understandings and behaviours.

In contrast, quantitative research is defined as research which generates numerical data or data which can be coded into numerical data (Saunders et al., 2019; Quinlan et al., 2019). Quantitative research generally uses surveys and questionnaires to gather data which is presented in tables and graphs which identify trends.

While the two approaches have different uses, benefits, and limitations, the researcher chose the approach for this study based on the research question, the objectives of the research, and existing research in the area of PM and EM.

The researcher intends to provide reliable and valid data which will allow the researcher to understand the impact that PMTs have on EM therefore the chosen approach for this

research study is quantitative research. A quantitative research approach allows researcher to reach a large sample size over a wide geographical area. Utilising a web-based survey allows the researcher to present standard questions to all participants simplifying the data analysis process. Barnham (2015) notes the quantitative offers factual, hard data.

One limitation of this approach according to Saunders et al (2019) is the lack of flexibility of the questions in comparison to the qualitative approach. Prior to distributing the survey all questions should be finalised and be structured in a manner that will allow the researcher to draw conclusions and trends from the responses. In comparison to this, qualitative approaches can be more flexible in terms of adapting the research approach. For example, in qualitative interviews the researcher can ask probing questions which can allow them to get a better insight in to situations.

### **3.10 Data Collection Methods**

According to Saunders et al (2019) research onion, the data collection method is the final phase of the research methodology process. The researcher will be utilising a web-based survey as the chosen strategy for primary data collection. Survey research is defined as "*the collection of information from a sample of individuals through their responses to questions*" (Check and Schutt, 2012, p. 160). According to Quinlan et al. (2019) surveys are a structured method of data collection which consist of simple and concise questions which are generally used in quantitative research. Fowler (2014) noted that surveys are a reliable research strategy as they provide an adequate representation of perceptions of large samples.

The survey was distributed via college and corporate distribution lists and shared online social media platforms. This non-probability sample allowed the researcher to research participants which are geographically spread as well as participants from different

companies (Quinlan et al., 2019). This method of data collection also reduces the confidentiality and bias risks (Waters, 2008) identified in the ethical considerations as there was no physical interactions required and personal details were not collected as part of the survey. The survey consisted of a standard set of questions for all participants (Quinlan et al., 2019) which means the data could be easily analysed to gather findings and recommendations. The finalised survey was easy to read, with suitable response options, as well as options to not answer questions which was also an ethical consideration.

The finalised survey consists of 31 questions. The survey consisted of closed questions with a pre-determined set of responses. The researcher chose to utilise closed questions as this would allow the data to be easily compared and analysed (Saunders et al., 2019). The survey consisted of statements which the respondents were required to answer based on a 5-point Likert Scale, ranging from very positive to very negative (Saunders et al., 2019). The survey was divided into four sections each of which focused on different findings from the literature review.

Horn (2009) identified two main types of questions which form part of a survey which are described below:

1. Biological questions relate to the demographics and characteristics of the respondent.
2. Investigative questions relate to the research question and the objectives of the research.

The researcher decided to structure the survey using this approach when designing the survey for this study.

The survey design is outlined below:

- Section 1 determined the profile of the respondents in terms of gender and age. This section also determined the respondent's characteristic in the workplace in terms of the respondents' length of experience in a CC environment.
- Section 2 attempted to gather information on the respondents understanding of the PM process and the requirement for PMTs in a CC environment.
- Section 3 attempts to gather information on the benefits and limitations of PM.
- Section 4 investigated whether PMTs (performance appraisals, continuous feedback, coaching, monitoring KPIs) impacted EM positively or negatively.
- The final section of the survey, section 5 attempted to gather information on motivators for the employees based in CCs and tested whether motivational theories could be applied to the industry.

All participants were made aware of the purpose of the survey and how their responses would be used through a participation information sheet prior to beginning the survey (see Appendix A for a copy of information sheet provided to participants).

### **3.11 Sample selection**

In research terms a sample is defined as a subset of the population or segment of the population that is chosen for an investigation (Bryman and Bell, 2007). For the purpose of this study the research population are all employees who are currently employed in a CC in Ireland. There are two main approaches to sample strategies, probability sampling and non-probability sampling.

Probability sampling used in quantitative research relies on the use of random selection from the research population. The approach is beneficial when working with sample sizes that are relatively small in comparison to the original population size (Quinlan et al. (2019).

In non-probability sampling, the sample is selection to represent the population (Saunders et al., 2019). According to (Quinlan et al. (2019) this approach is useful when it is not possible to determine every member of the population. For the purpose of this study every employee working in a CC in Ireland has not been identified. Therefore, for the purpose of this research a non-probability sampling will be used. The sample was determined through the non-probability sampling methods for a web-based survey including voluntary response or opt-in sampling and snowball sampling. The sample was determined by the distribution of the web-based survey through the use of the college email database, corporate distribution lists, and the social media website LinkedIn (2021). This approach is beneficial as it allows the researcher to reach a large number of respondents quite rapidly (Quinlan et al., 2019).

For the purpose of this dissertation, the population are employees who currently work in a CC which utilise PMTs to improve and monitor employee's performance and productivity.

The targeted sample size was no less than 70 participants. Out of 70, the researcher received 72 completed surveys. This resulted in a 102% completion rate among participants.

The researcher distributed the survey link to all participants via email informing them about the research and the part the survey has in part of the overall research study.

### **3.12 Data Presentation and Analysis**

The choice of data analysis selected for a research study is dependent on the type of data collected, qualitative or quantitative. As this study has opted to use a quantitative research which means the data collected is numerical and statistical.

The primary data was collected in the form of a web-based survey via the Google Forms program. Once the participants had all completed the survey the primary data collected was exported as an Excel file which was uploaded and analysed through the Statistical Package for Social Sciences (SPSS). The researcher opted in to using this approach as according to Ghauri and Gronhaug (2005) the SPSS program is one of the most reliable programs for analysing data.

Once the data has been analysed through SPSS, it will be presented for display using graphs and tables and a descriptive statistical analysis.

The data will be presented and discussed in detail in Chapter 4.

### **3.13 Ethical Considerations**

Throughout this research study NCI's ethical guidelines and procedures for research involving human participants was followed. The research adhered to the ethical principles and guidelines specified. According to Quinlan et al. (2019) the key ethical principles in research are:

- Do no harm
- Integrity
- Plagiarism
- Validity
- Power
- Transparency

The ethical considerations of this research study are outlined below incorporating these six key ethical principles throughout.

At the beginning of the survey the purpose of the research was provided to each participant to ensure one of the key ethical principles identified by Quinlan et al. (2019) 'transparency'. This included why the study is being conducted, what is being investigated, and what is expected from the participants including timing (see Appendix A). This approach increases the researcher's transparency of the purpose of the study and once the purpose is fully disclosed it reduces the risk of any form of deception from the researcher regarding the purpose of the study (Sekaran, 2003).

Another ethical consideration which must be taken on board in this research study is confidentiality which links into Quinlan et al. (2019) key ethical principle of 'do no harm'. The identities of the respondents and their employers are not collected in the survey and therefore not disclosed in the research study ensuring confidentiality is maintained. Due to the nature of the web-based survey, an added layer of anonymity was secured due to the lack of physical interaction required.

An additional ethical consideration which must be addressed throughout the research study is plagiarism. Plagiarism can impact the validity of the study as well as the integrity of the researcher as per Quinlan et al. (2019) key ethical principles. To avoid plagiarism in this research, the researcher referenced all secondary resources utilised throughout the study using Harvard APA referencing.

Finally, throughout the primary research the researcher enforced voluntary participation by allowing participants to withdraw at any stage if they wished to do so. This was also accommodated throughout the survey by incorporating the answer 'Prefer not to answer' option. Prior to commencing the survey, the participants were required to complete a consent form (see Appendix B) which addresses the key ethical principle of 'do no harm' and 'power' (Quinlan et al., 2019).



### **3.14 Pilot Survey**

A pilot test determines the validity and reliability of the data collected through the primary research and also allows questions to be amended if required (Saunders et al., 2009).

The researcher carried out a pilot survey to test the layout and identify any shortcomings of the survey which may impact the quality of the data collected. The pilot survey was distributed among 8 individuals who provided feedback on the timings, layout and understanding of the questions. Feedback received is outlined below:

- Completion time took between 5 – 10 minutes for each pilot participant.
- The sections of the survey and descriptions for what each section would contain ensure the layout was easy to follow.
- Section 4 originally had included a statement for each PMT with the option for '*no impact on my motivation*'. Based off the feedback received this option was removed in the survey as too many options had caused confusion.

### **3.15 Conclusion**

To summarise, this chapter justified the research aim and the research methodology which was used for this research project. Firstly, the research aim, title and the objectives of the study were outlined. The research methods chosen by the researcher were then identified and analysed. This study will conduct a quantitative research approach through the use of a structured survey. The research will maintain a positivist philosophy, a deductive approach, and an explanatory research approach. The researcher opted to use a non-probability sample through adopted a voluntary response or opt-in sampling and snowball sampling. The ethical considerations for this study were discussed in detail while addressing how any risks were overcome or reduced.

The following chapter will analyse the results from the survey and show the findings from the primary research.

## **Chapter 4 – Findings and Analysis**

### **4.1 Introduction**

This chapter will present the findings gathered from the online survey. The researchers presented the data collected in graphs, tables, and charts to present the results. This chapter will explore the reliability and validity of the survey, the frequency analysis, and the descriptive analysis of the primary data gathered.

The researcher seeks to investigate how PMTs in CCs in Ireland impact EM. To carry out this investigation, a quantitative research approach was utilised to collect primary data via an online survey.

The researcher distributed the survey link to all participants via email informing them about the research and the part the survey has in part of the overall research study. The sample population are employees who currently work in a CC which utilises PMTs to improve and monitor employee's performance and productivity.

As outlined in Chapter 4, the survey consisted of 31 questions and was structured around the main question this study aims to investigate further as well as the sub-objectives of this research project. The survey sample consists of 72 responses. The informational page (see Appendix A) at the beginning of the survey outlined that each respondent must currently be working in a CC in Ireland. Two respondents did not fit this criterion; therefore, their responses are invalid and not included in the findings presented. In this chapter, the researcher will present the key patterns and trends found in the primary research from these 70 respondents.

#### 4.2 Reliability and Validity Test

The researcher assessed the validity and reliability of each scale using the Cronbach Alpha statistic test. The approach was selected to measure the internal consistency of the test items.

The Cronbach Alpha (1951) statistic test assesses the reliability of items against a predetermined scale as outlined below:

a > 0.7	Acceptable
a > 0.8	Deemed good
a > 0.9	Excellent

Table 4.1 shows the results for the Cronbach reliability test for questions 7 – 17. These questions are based around the benefits and limitations of PM. As displayed in Table 4.1, the results are a = .876 which is deemed good meaning the reliability of these results are high.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.880	11

Table 4.1. Reliability Statistics for Questions 7 – 17.

Table 4.2 shows the results for the Cronbach reliability test for questions 18 - 25. These questions are based around PMTs and the impact they each have to the respondent's motivation. The PMTs investigated include performance appraisals, continuous feedback, coaching, and monitoring KPI's. As displayed in Table 4.2, the results are a = .837 which is

deemed good meaning the reliability of these results are internally consistent and therefore valid.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.837	.842	10

Table 4.2. Reliability Statistics for Questions 18 – 25.

### 4.3 Frequency Analysis

The frequency of the participants who completed the survey is outlined in the below tables. The survey sample involved 72 responses, of which 2 were not investigated as those participants were not eligible to take part in this study. Therefore, the sample size investigated was 70 (n=70). The findings will aim to examine the research objectives in order to answer the main research question. Table 4.3 shows the frequency of the responses per gender, Table 4.4 shows the frequency of the responses per age group, and Table 4.5 shows the frequency of the responses per length of service in a CC in Ireland.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	34	48.6	48.6	48.6
	Male	36	51.4	51.4	100.0
	Total	70	100.0	100.0	

Table 4.3. Frequency of responses per gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 24 years old	19	27.1	27.1	27.1
	25 - 34 years old	30	42.9	42.9	70.0
	35 - 44 years old	17	24.3	24.3	94.3
	45 - 54 years old	4	5.7	5.7	100.0
	Total	70	100.0	100.0	

Table 4.4. Frequency of responses per age group.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 1 years	14	20.0	20.0	20.0
	1- 2 years	25	35.7	35.7	55.7
	2 - 5 years	20	28.6	28.6	84.3
	5+ years	11	15.7	15.7	100.0
	Total	70	100.0	100.0	

Table 4.5. Frequency of responses per length of service in a CC in Ireland.

The first three questions are in place to identify the profile of the respondents of the study.

These findings will be used to assist in the investigation of the questions relating to PM, PMTs, and EM.

The sample consists of a gender split as illustrated in Figure 4.1. There is a slightly higher percentage of males (51.4%) than females (48.6%) in the sample of respondents. This shows a balanced representation from both genders in this study.

The sample consisted of participants with a varied age range. Figure 4.2 outlines the breakdown of the approximate ages of the respondents. 94.5% of participants were aged

18 – 44 years, 6.9% of participants were aged 45 – 64 years, and 0% of participants were aged 65 or older.

Figure 4.3 displays the length of service of the respondents in CCs. This question is used to identify if the participants responses were valid to include in this study as each respondent must have experience working in a CC. Two respondents have no experience working in a CC, these responses were not included in the presentation or analysis of the data gathered. The respondents have 4 different time ranges to choose from in this question. The highest percentage of respondents (35.7%) have worked in a CC for 1 – 2 years, followed by the second highest percentage (28.5%) have worked in a CC for 2 – 5 years. There was a significantly low response from those in the categories 0 – 1 years (20%) and 5+ years (15.8%). The researcher deemed this question important as the respondent's length of service in the CC industry could impact their view on the industry, PMTs carried out, and their own motivation levels.

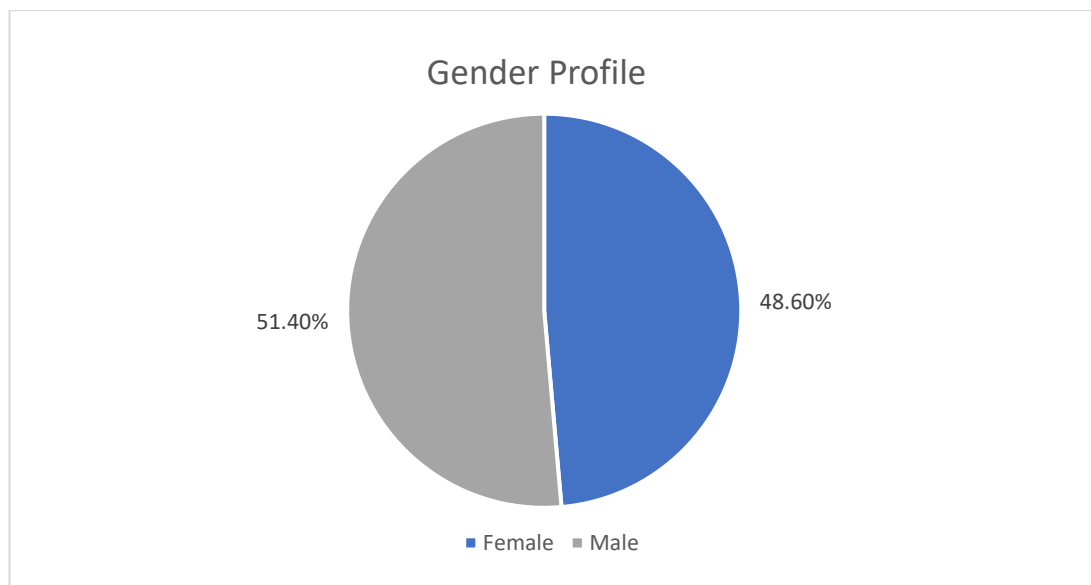


Figure 4.1. Response to Question 1: Graphical illustration of the gender split amongst respondents.

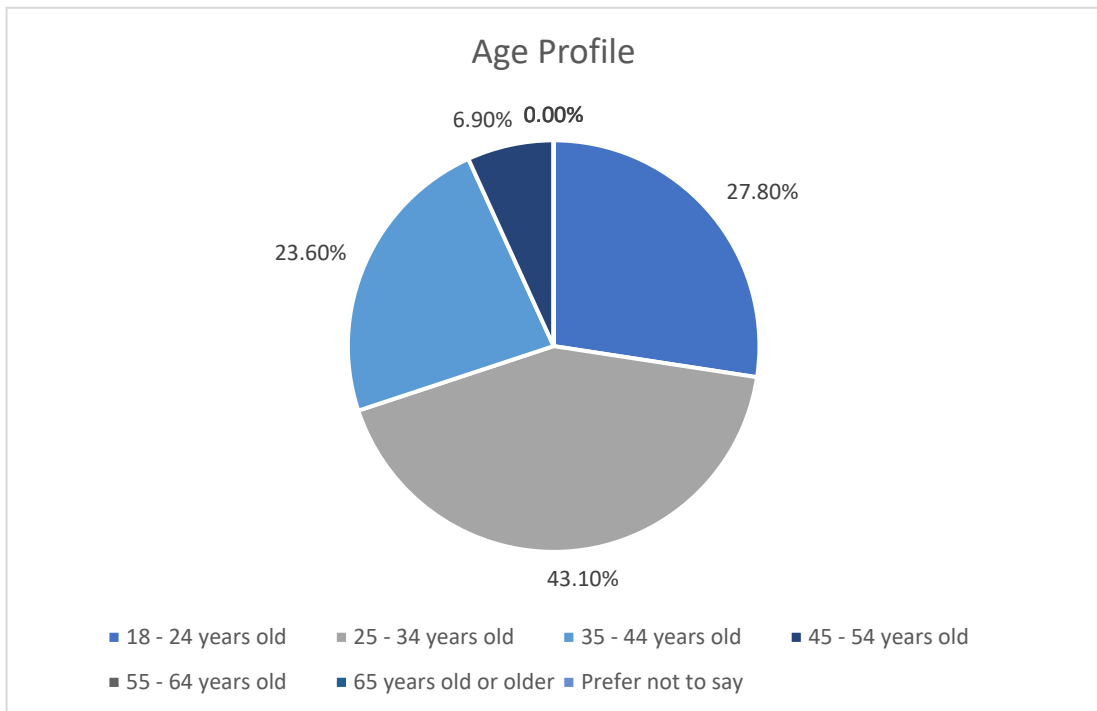


Figure 4.2. Response to Question 2: Graphical illustration of age profiles amongst respondents.

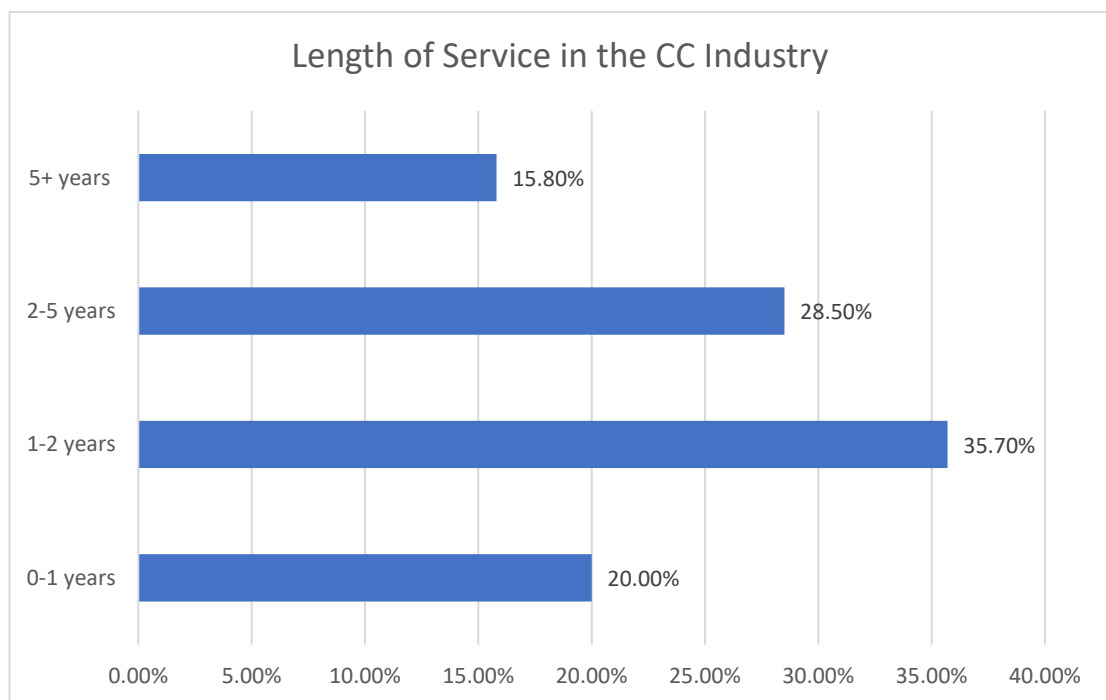


Figure 4.3. Response to Question 3: Graphical illustration of length of service in the CC industry in Ireland amongst respondents.

#### 4.4 Analysis of Data

Firstly, the researcher presents the responses which relate to PM and the respondent's general opinion on the PM process are presented and discussed. Secondly, the respondents' opinions on the benefits and limitations of PM are presented. Following this,



the responses in relation to the impact PMTs have on EM are outlined. The last section is in relation to the respondents' motivation, factors which influence their motivation as well as factors which demotivate the respondents in a CC environment.

#### **4.4.1 Performance Management**

This section examines the responses from section 2 of the survey which consisted of three questions which relate to PM and the respondent's general opinion on the PM process are presented and discussed.

Figure 4.4 illustrates that 81.5% of respondents believe that PMTs should be conducted in organisations with only 4.3% believing that they should not be conducted.

62.9% of respondents believe that PMTs accurately record and reflect their performance in the CC. 25.8% of respondents believe that PMTs do not accurately record and reflect their performance in the CC. This is illustrated in Figure 4.5.

Figure 4.6 displays that 75.7% of respondents believe that PM contributes to an organisations success which is a positive figure in comparison to the 7.1% of respondents who do not believe the process contributes to an organisation's success.

It is clear from the analysis; the results identify that the majority of the respondents agree with the process of PM in a CC. Table 4.6 shows that the respondents agree that PM accurately reflects their performance. Table 4.6 further illustrates that the respondents believe PM contributes to an organisations success which is consistent with many other studies which define the process as aligning organisational and individual goals to facilitate overall organisational effectiveness (Biron et al., 2011; Brown and Hirsh, 2011).

These results answered our research objective 7.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Do you think Performance Management techniques should be conducted in organisations?	32.9%	48.6%	14.3%	4.3%	0%
Do you think Performance Management techniques accurately record and reflect your performance?	22.9%	40%	11.4%	22.9%	2.9%
Do you think Performance Management contributes to an organisation's success?	21.4%	54.3%	17.1%	5.7%	1.4%

Table 4.6. Response to Questions 4 - 6: Overview of the respondents view of performance management in a CC in Ireland.

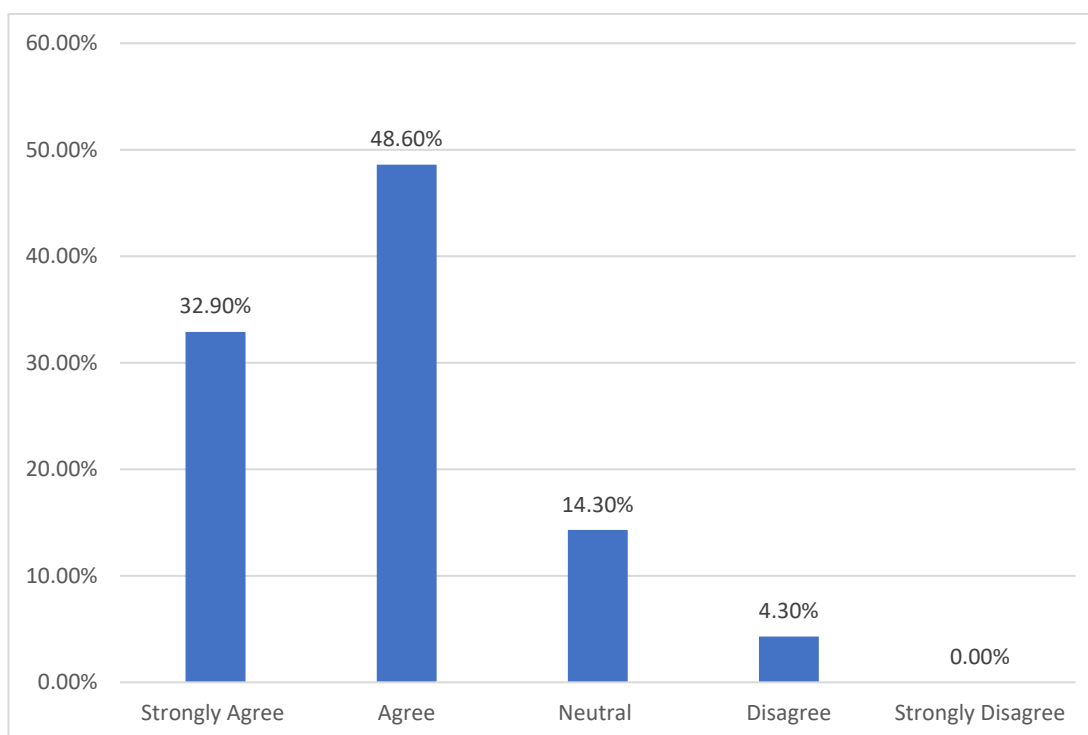
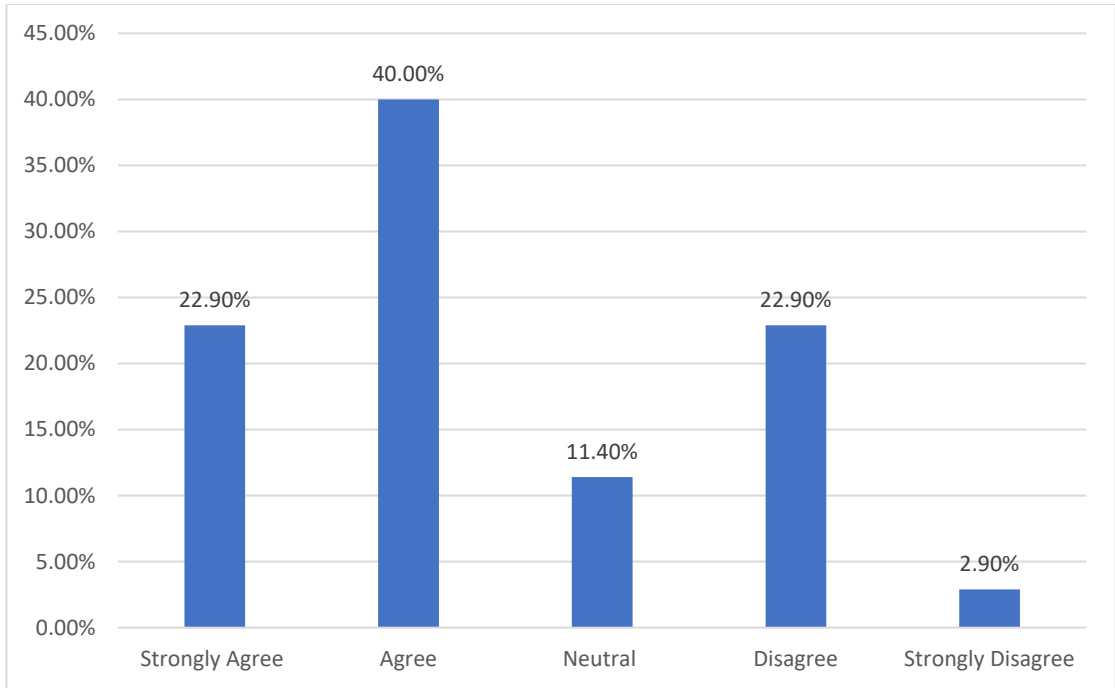
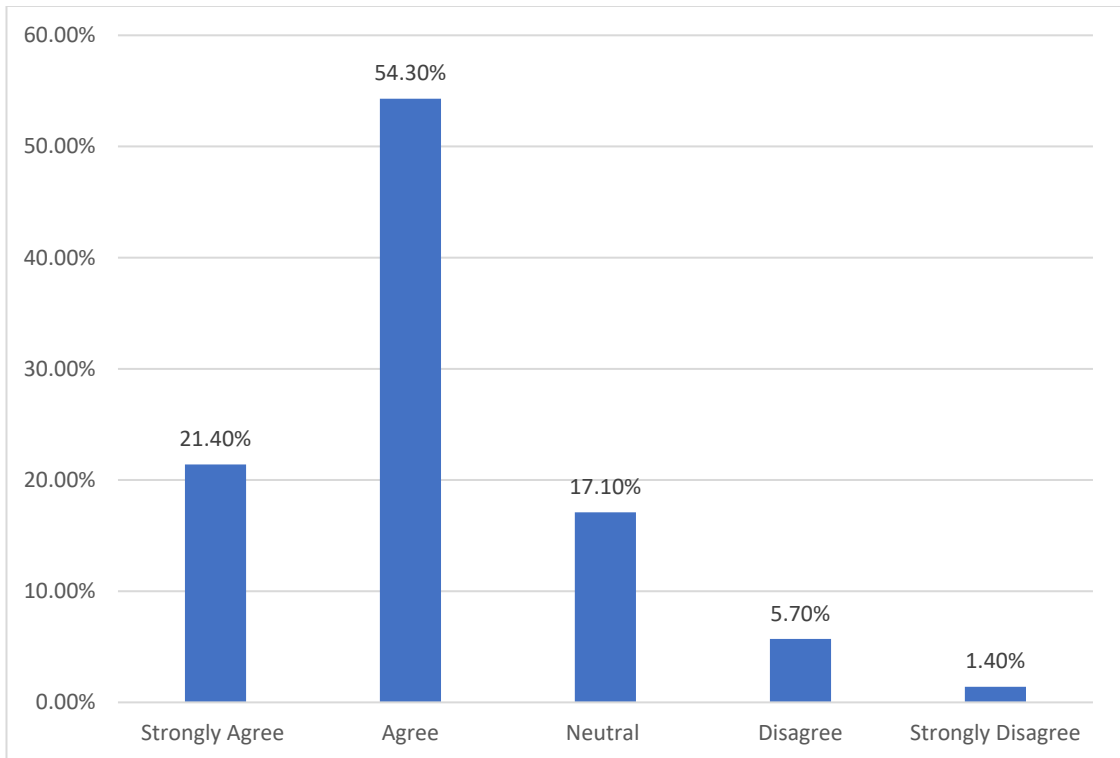


Figure 4.4. Response to Question 4: Do you think Performance Management techniques should be conducted in organisations?



*Figure 4.5. Response to Question 5: Do you think Performance Management techniques accurately record and reflect your performance?*



*Figure 4.6. Response to Question 6: Do you think Performance Management contributes to an organisation's success?*

#### 4.4.2 Benefits and Limitations of Performance Management

This section analyses the benefits and limitations of PM in a CC environment. The survey asked respondents to indicate their level of agreement across the 5-point Likert scale ranging from strongly agree to strongly disagree.

As Figure 4.7 shows that 84.3% agree, 10% are neutral, and 5.7% disagree that PM allow them to improve their performance. Figure 4.8 further displays that 67.2% agree, 20% are neutral and 12.9% disagree that PM adds value to their individual performance and organisational performance. Figure 4.9 shows that 81.4% agree, 11.4%, and 7.1% disagree that PMTs are beneficial to them in terms of productivity, motivation, and commitment to the organisation. These figures are consistent with the benefits discussed in Chapter 2 and existing studies (Biron et al., 2011; Brown and Hirsh, 2011).

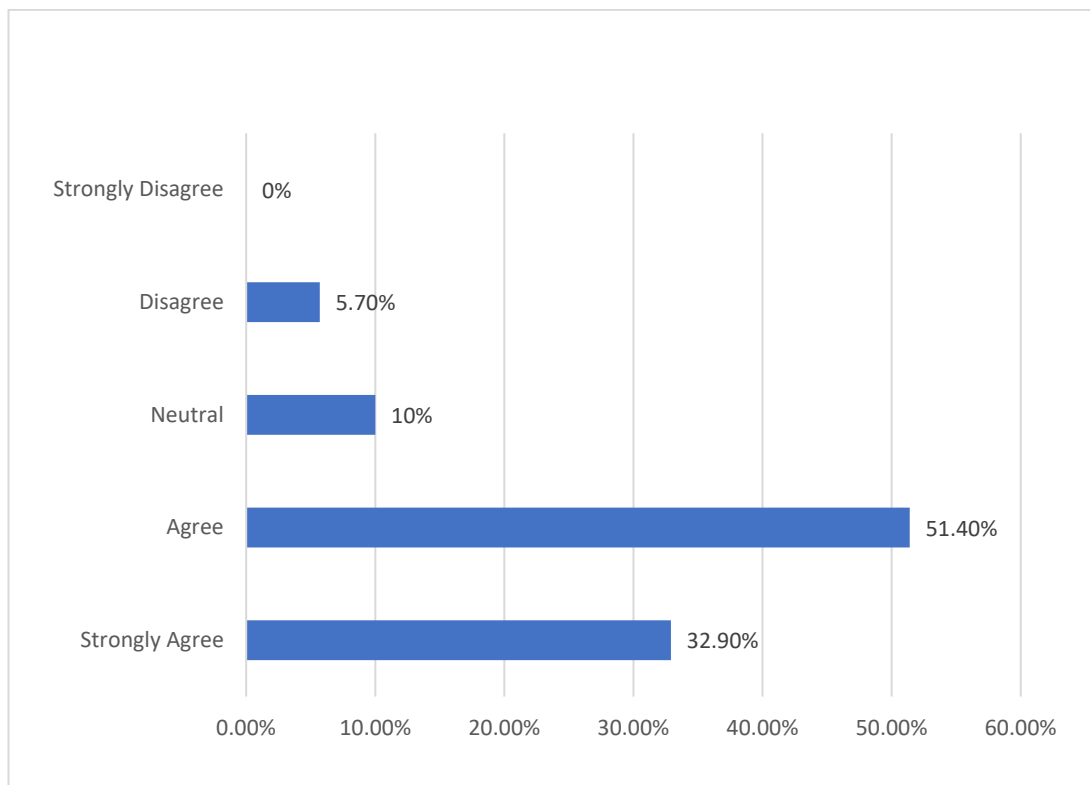
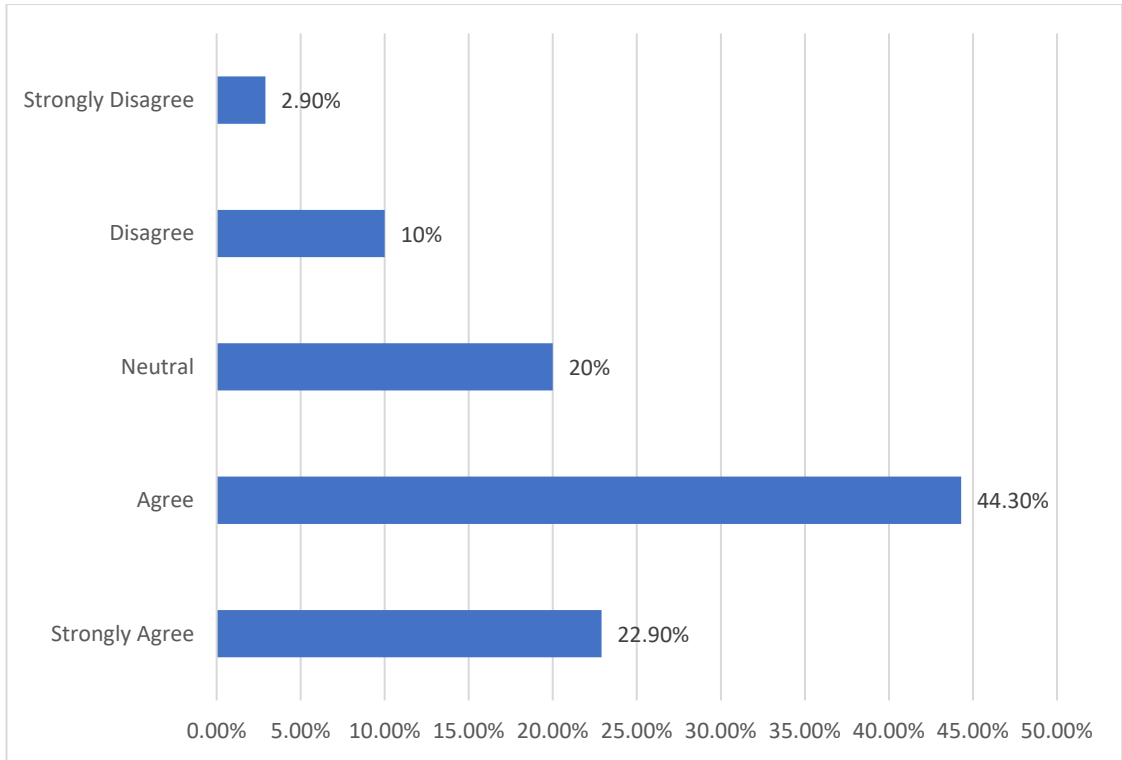
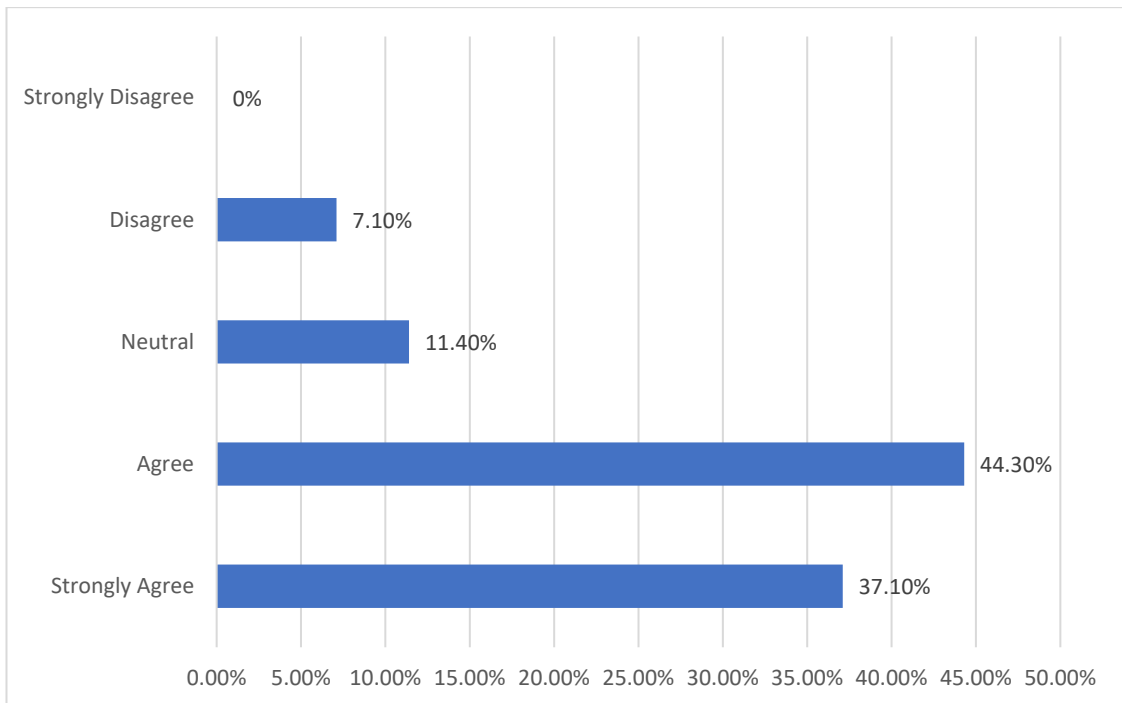


Figure 4.7. Response to Question 7: Please indicate your level of agreement if performance management allows you to improve your performance.

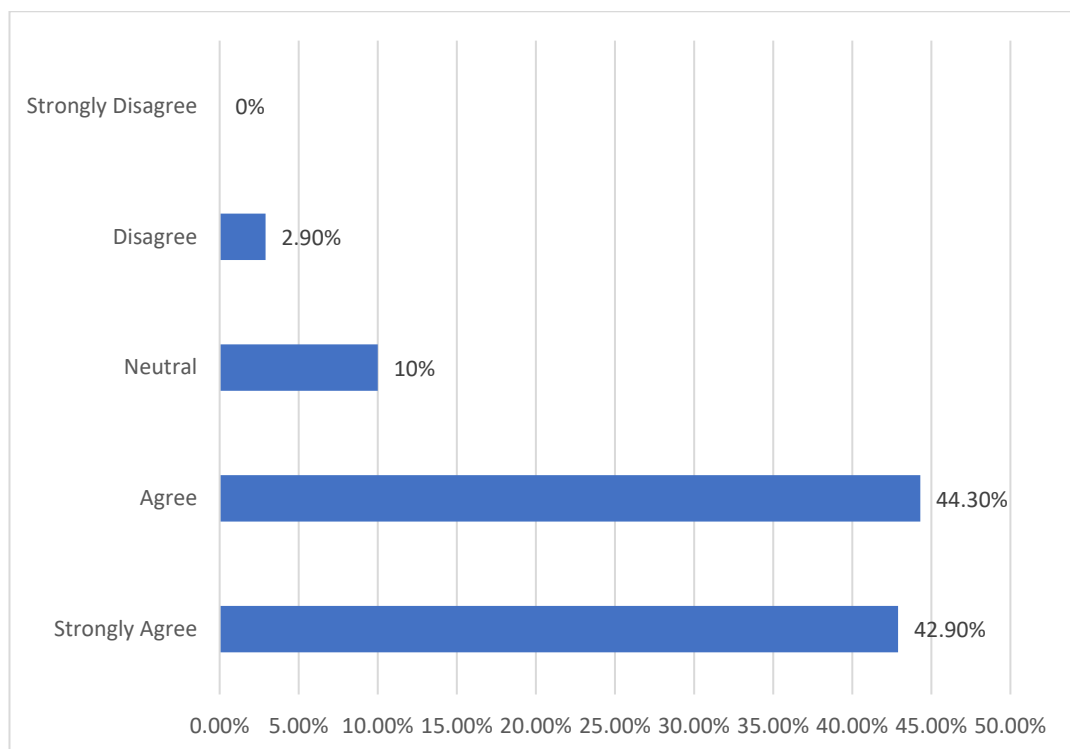


*Figure 4.8. Response to Question 8: Please indicate your level of agreement if performance management adds value to my performance and to the organisation.*



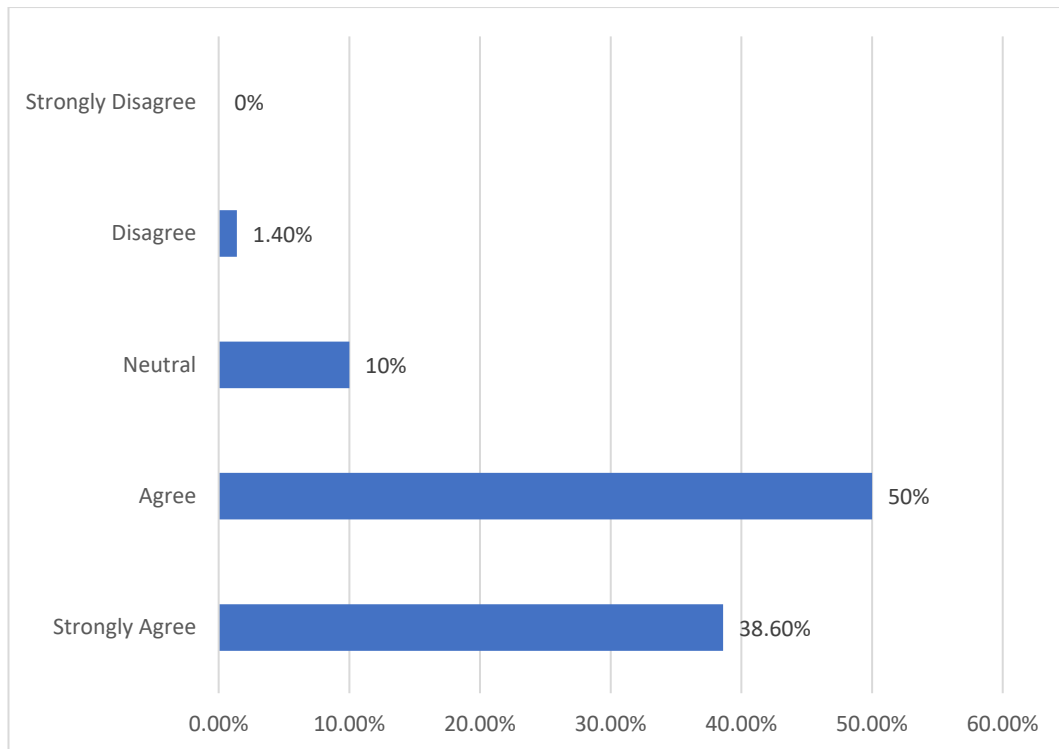
*Figure 4.9. Response to Question 17: Please indicate your level of agreement to if you feel performance management techniques are beneficial to me in terms of productivity, motivation, and commitment to the organisation.*

As evidenced in Figure 4.10, a significant number of respondents are in agreement with the statement and believe that PM enables them to build on the manager-employee relationship through constant communication. 87.2% agree, 10% are neutral, and only 2.9% disagree with the statement. These findings are in agreement with the benefits of PM outlined in Chapter 2 and existing studies which outline that the process can empower the manager-employee relationship (Armstrong, 2010; Biron et al., 2011).



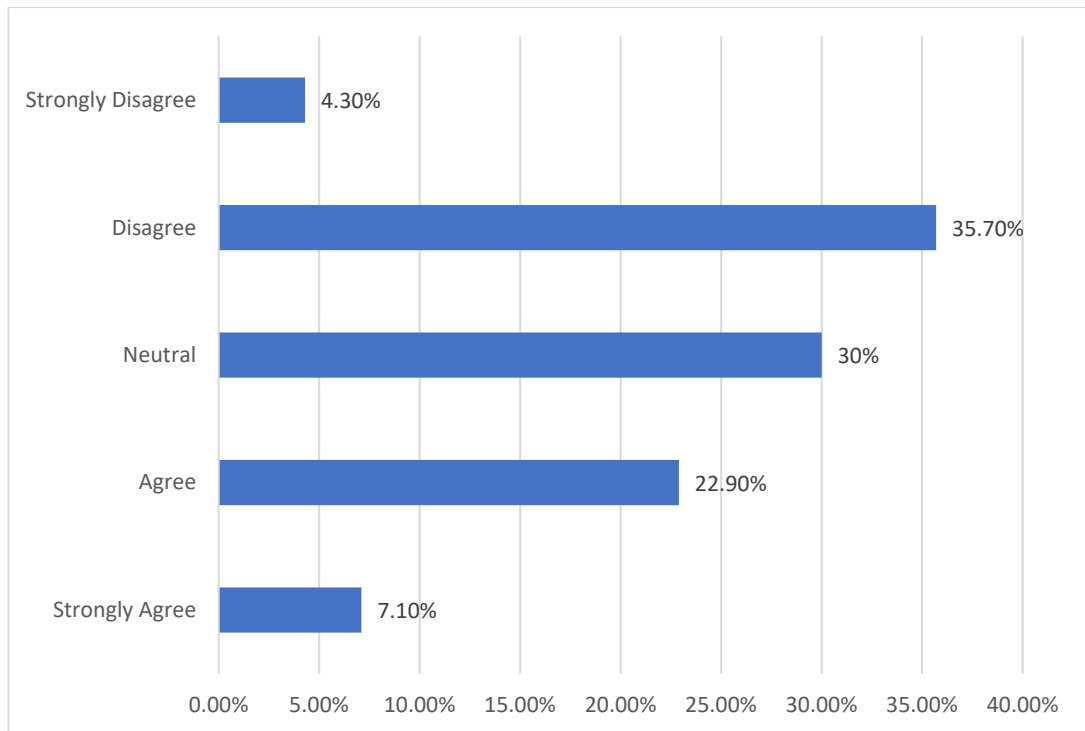
*Figure 4.10. Response to Question 9: Please indicate your level of agreement to performance management enables you to build on your manager-employee relationship through constant communication.*

Figure 4.11 further shows that 88.6% of the responses agree that PM helps them to identify training and development requirements which improves their individual performance levels. Only 10% were neutral and 1.4% disagreed with the statement. Although this figure refers to the respondents' opinions from their experience in the CC industry, it is consistent with Aguinis and Pierce (2008) who identified this as a key benefit of PM in general.



*Figure 4.11. Response to Question 10: Please indicate your level of agreement to performance management helps me to identify training and development requirements which improves my performance.*

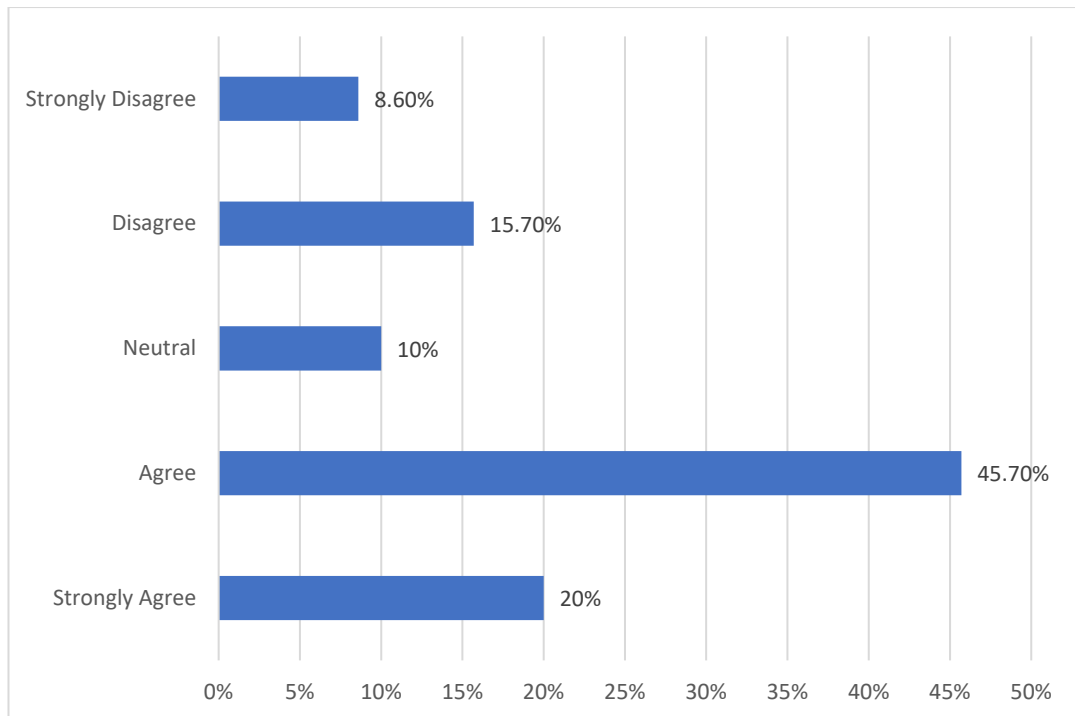
As displayed in Figure 4.12 there is quite a mixed response in relation to whether the measurement methods used are not clear enough to translate organisational expectations. 30% agree, 30% are neutral, and 40% disagree. This contradicts Longnecker's (1997) study which identified a failure of PM as unclear criteria. The researcher can link this balanced opinion to the heavily monitored environment of CCs which require relevant measurement methods in place (Pawan et al., 2009; Bobek and Wickham, 2015).



*Figure 4.12. Response to Question 11: Please indicate your level of agreement to if you feel the measurement methods are not clear enough to translate organisational expectations.*

Figure 4.13 illustrates that a higher number of respondents feel the measurement methods obtained by their manager do not reflect their full performance in the organisation (64.7%). 24.3% of respondents did not agree with this statement and 10% were neutral. These finding correlate with previous studies where employees believe PM can focus on negative aspects and areas to improve (Pulakos et al., 2008; Brown and Hirsh, 2011).



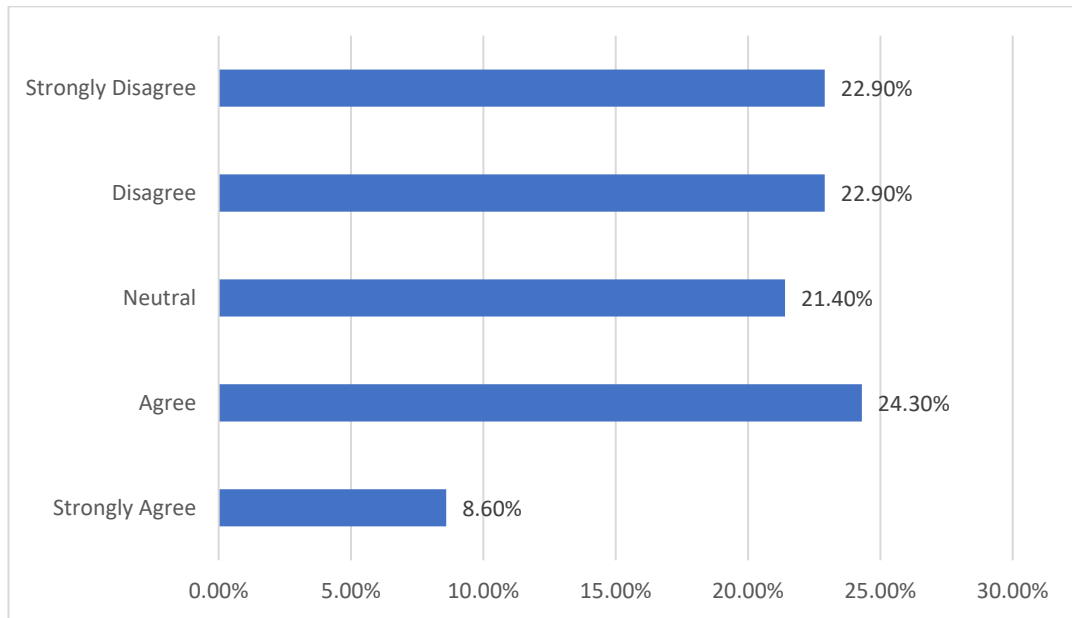


*Figure 4.13. Response to Question 12: Please indicate your level of agreement to if you feel the measurement methods obtained by my manager do not reflect my full performance in the organisation.*

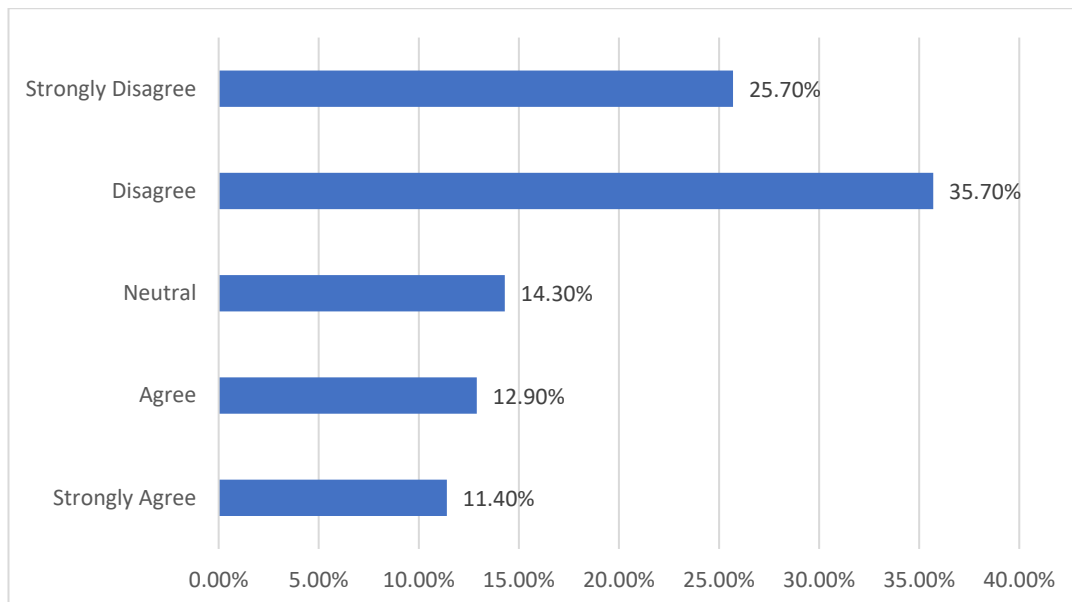
Figure 4.14 further outlines that 45.8% of responses believe that managers are sufficiently trained to carry out the process. 21.4% are neutral and 32.9 believe that the managers are not sufficiently trained to carry out the processes. The high numbers relating to managers having received adequate training do not fully align with Armstrong and Baron (2005). These findings coupled with the findings based off the statements relating to PM being utilised to discipline employees and a process with not enough communication involved suggest that managers in the CC industry in Ireland are sufficiently trained in what PM is utilised for.

The researcher's findings on the use of PM as a method used to discipline rather than to support employees was positive as only 24.3% of respondents agree. As displayed in Figure 4.15, 14.3% were neutral and 61.4% disagreed.

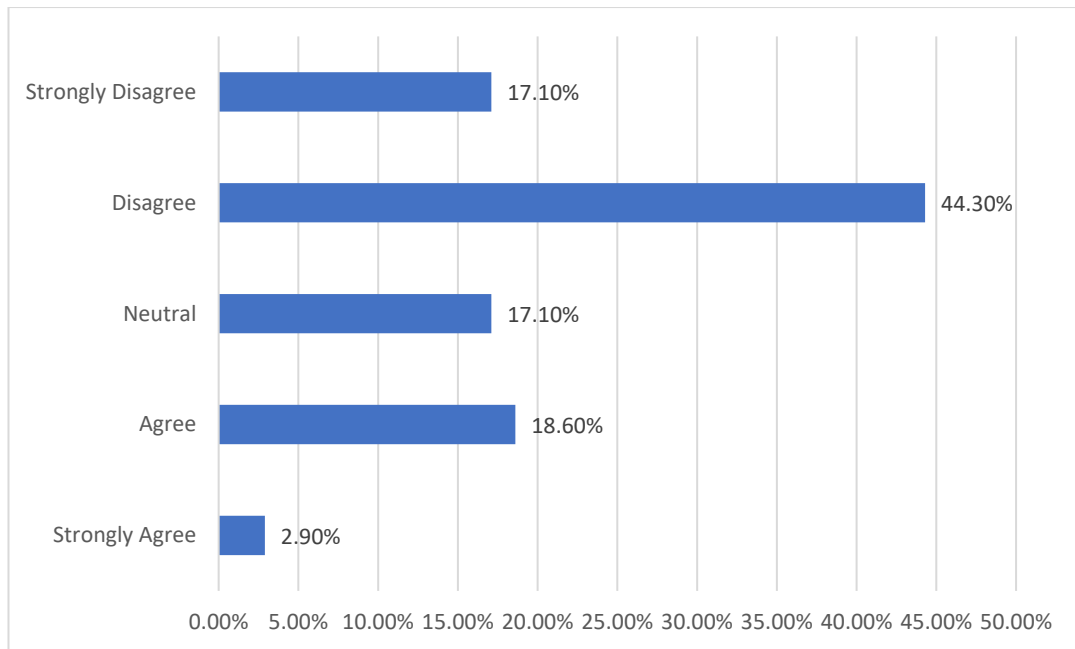
The researcher's findings on PM lacking clarity as communication is poor with no follow-ups was again positive as only 21.5% of respondents agree. As displayed in Figure 4.16, 17.1% were neutral and 61.4% disagreed.



*Figure 4.14. Response to Question 14: Please indicate your level of agreement that my manager is not sufficiently trained to carry out the process.*

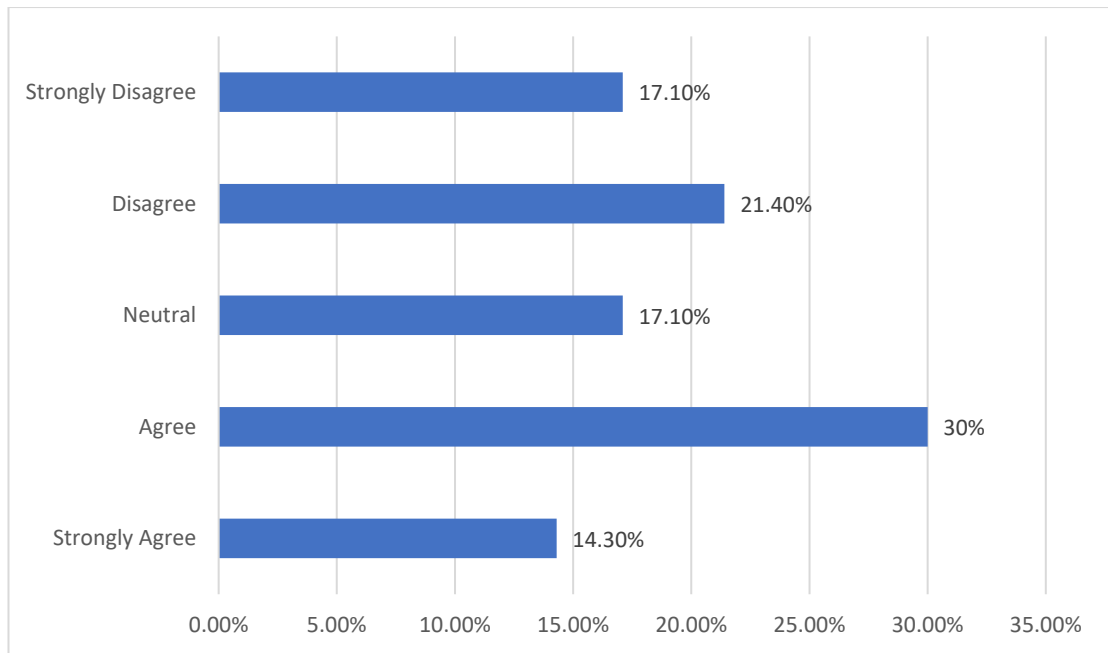


*Figure 4.15. Response to Question 13: Please indicate your level of agreement that my manager uses the process to discipline employees rather than being committed to helping me to improving my performance.*



*Figure 4.16. Response to Question 15: Please indicate your level of agreement if performance management lacks clarity as communication is poor with no follow ups.*

Lastly, Figure 4.17 illustrates the findings on how the respondents felt PMTs were consistent across team members in the CC environment. The findings were quite balanced in relation to team members not being treated consistently at 44.3% agree, 17.1% neutral, and 38.5% disagree. These finding compliment the limitations of PM as outlined in Chapter 2 that managers can have an unfair bias (Armstrong and Baron, 2005).



*Figure 4.17. Response to Question 16: Please indicate your level of agreement if team members are not treated consistently throughout the performance management process.*

These results answered the research objective 2 and 3.

#### **4.4.3 Performance Management Techniques**

This section analyses PMTs and the impact they each have on motivation in a CC. The PMTs analysed are performance appraisals, continuous feedback, coaching, and the monitoring of KPI's. The survey asked respondents to indicate their level of agreement across the 5-point Likert scale ranging from strongly agree to strongly disagree.

As illustrated in Figure 4.18, performance appraisals have quite a positive impact on motivation when carried out in the CC industry in Ireland according to the sample. 67.2% of respondents agree, 11.4% are neutral and 21.4% of respondents disagree that performance appraisals have a positive impact on their motivation. In comparison, 62.9% of respondents disagree, 14.3% are neutral, and 22.8% of respondents agree that performance appraisals

have a negative impact on their motivation. These findings are consistent with existing studies such as Idowu (2017).

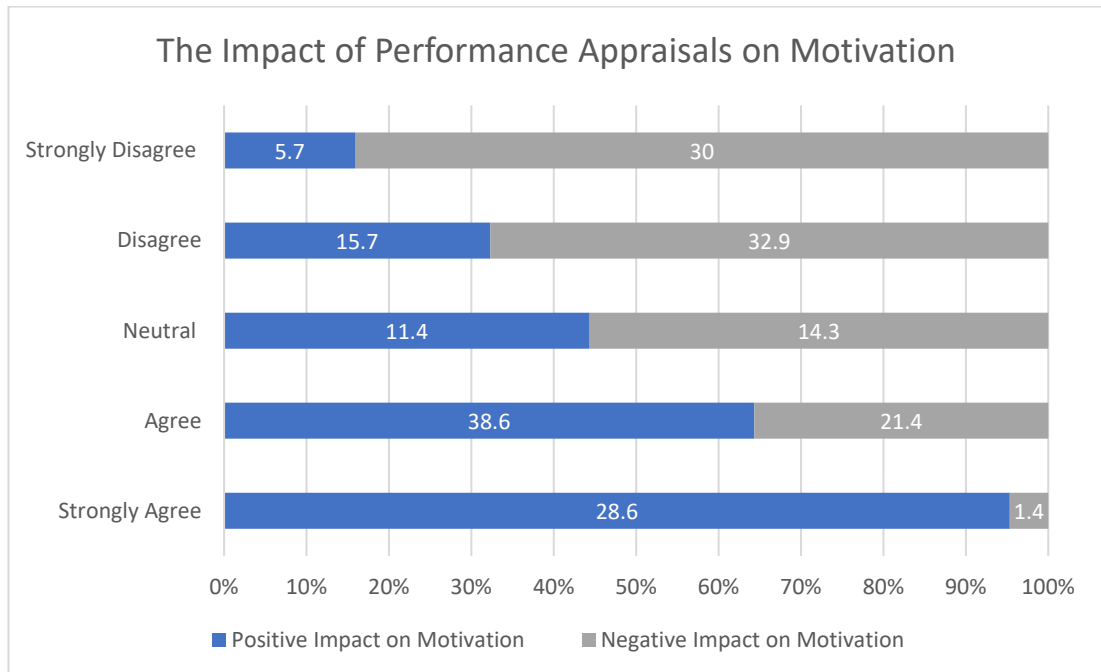
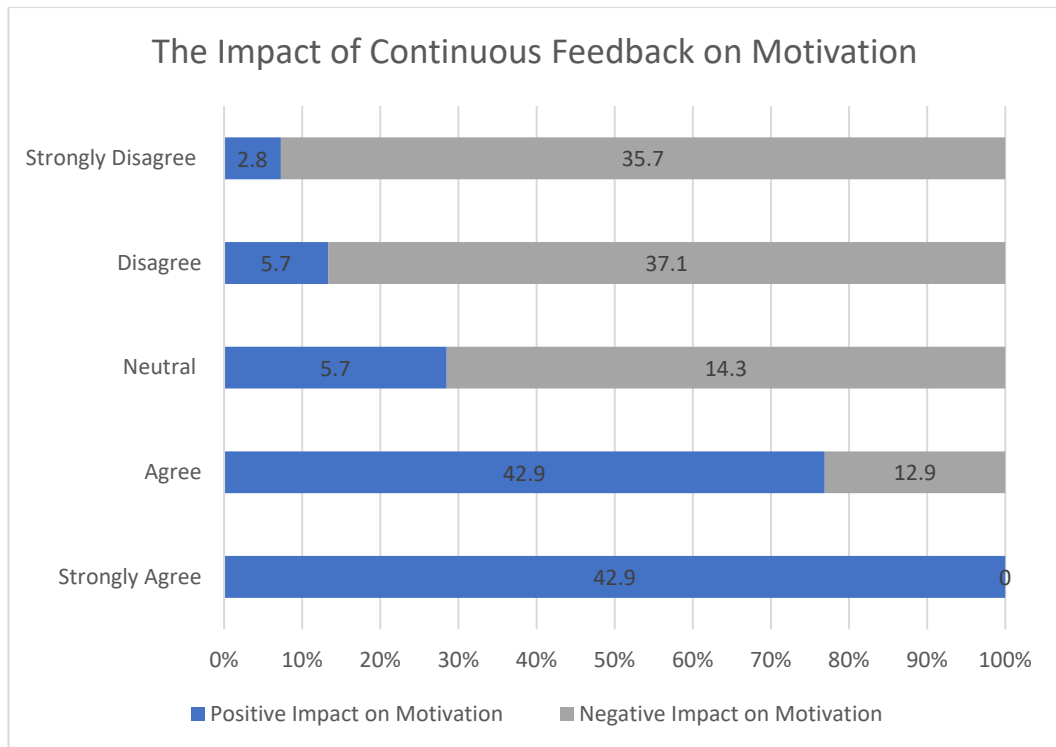


Figure 4.18. Response to Question 18 and 19: The impact of performance appraisals on motivation in CCs in Ireland.

As illustrated in Figure 4.19, continuous feedback has quite a positive impact on motivation according to the sample with 85.8% of respondents agreeing that this PMT has a positive impact on their motivation. 5.7% are neutral and only 8.5% of respondents disagree that continuous feedback has a positive impact on their motivation. In comparison, 72.8% of respondents disagree, 14.3% are neutral, and 12.9% of respondents agree that continuous feedback have a negative impact on their motivation. These finding show that continuous feedback is a powerful motivator within CCs in Ireland once utilised correctly. This supports Gilley and Boughton’s (1996) study which sees feedback as a source of encouragement and support for employees.



*Figure 4.19. Response to Question 20 and 21: The impact of continuous feedback on motivation in CCs in Ireland.*

As evidenced in Figure 4.20, the PMT of coaching has a significant impact on EM.

92.8% of respondents agree, 0% are neutral and 7.2% of respondents disagree that coaching has a positive impact on their motivation. In comparison, 10% of respondents disagree, 5.7% are neutral, and 84.3% of respondents agree that coaching has a negative impact on their motivation. It is clear from these findings in Figure 4.20, that coaching is a powerful motivational technique utilised in CCs.

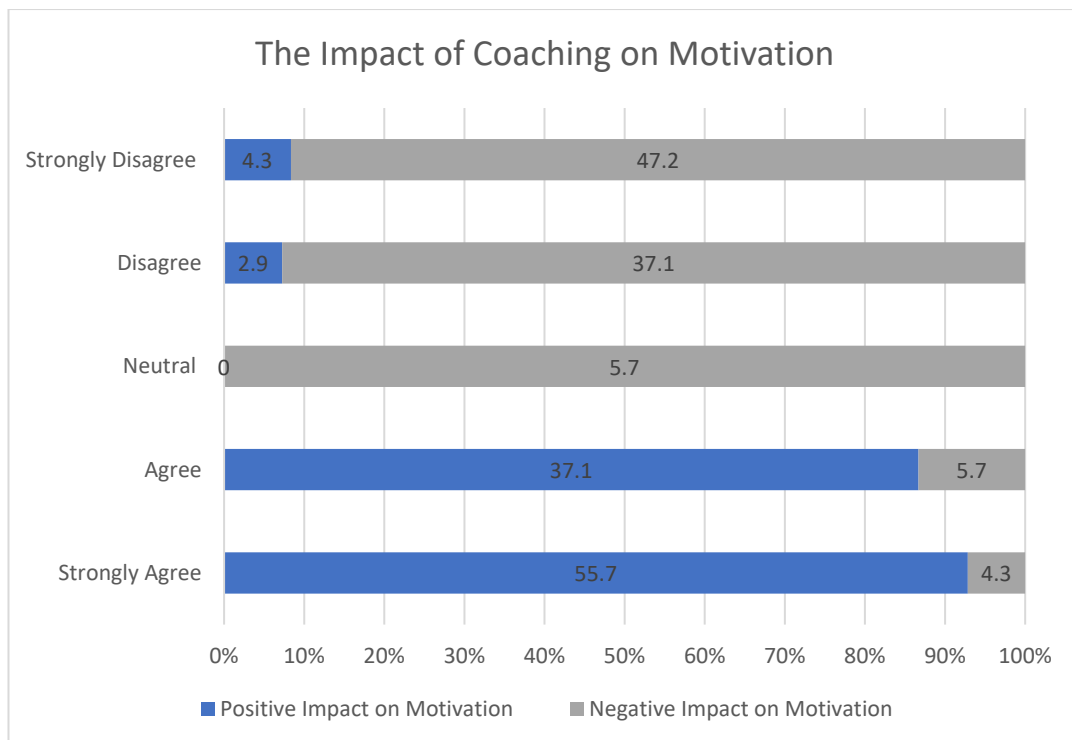


Figure 4.20. Response to Question 22 and 23: The impact of coaching on motivation in CCs in Ireland.

As illustrated in Figure 4.21, respondents have mixed opinions on the impact of monitoring KPI's on motivation when carried out in the CC industry in Ireland. 48.6% of respondents agree, only 4.3% are neutral and 47.1% of respondents disagree that monitoring KPI's have a positive impact on their motivation. In comparison, 48.6% of respondents disagree, only 8.5% are neutral, and 42.9% of respondents agree that monitoring KPI's have a negative impact on their motivation.

These findings are surprising as KPI's are a staple PMT utilised in CCs. There needs to be a further focus put on this area to turn any negativity associated with the monitoring in to an effective and empowering technique.

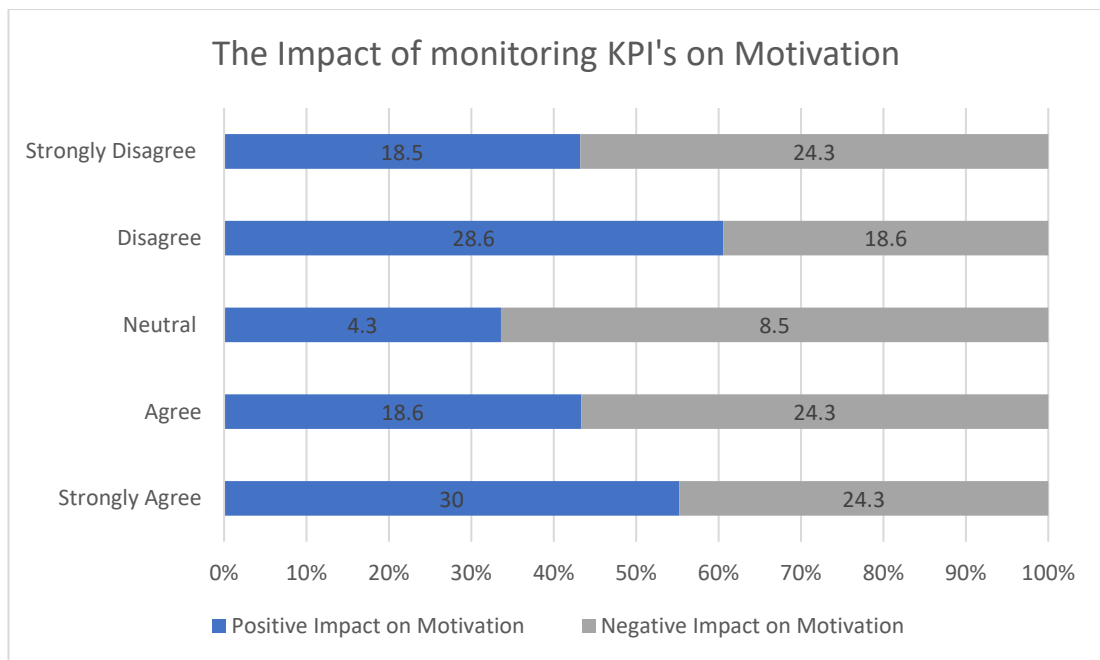


Figure 4.21. Response to Question 24 and 25: The impact of monitoring KPI's on motivation in CCs in Ireland.

These findings answered the research objective 5 and 6 by getting an understanding of the impact PMTs have on EM in the CC industry in Ireland.

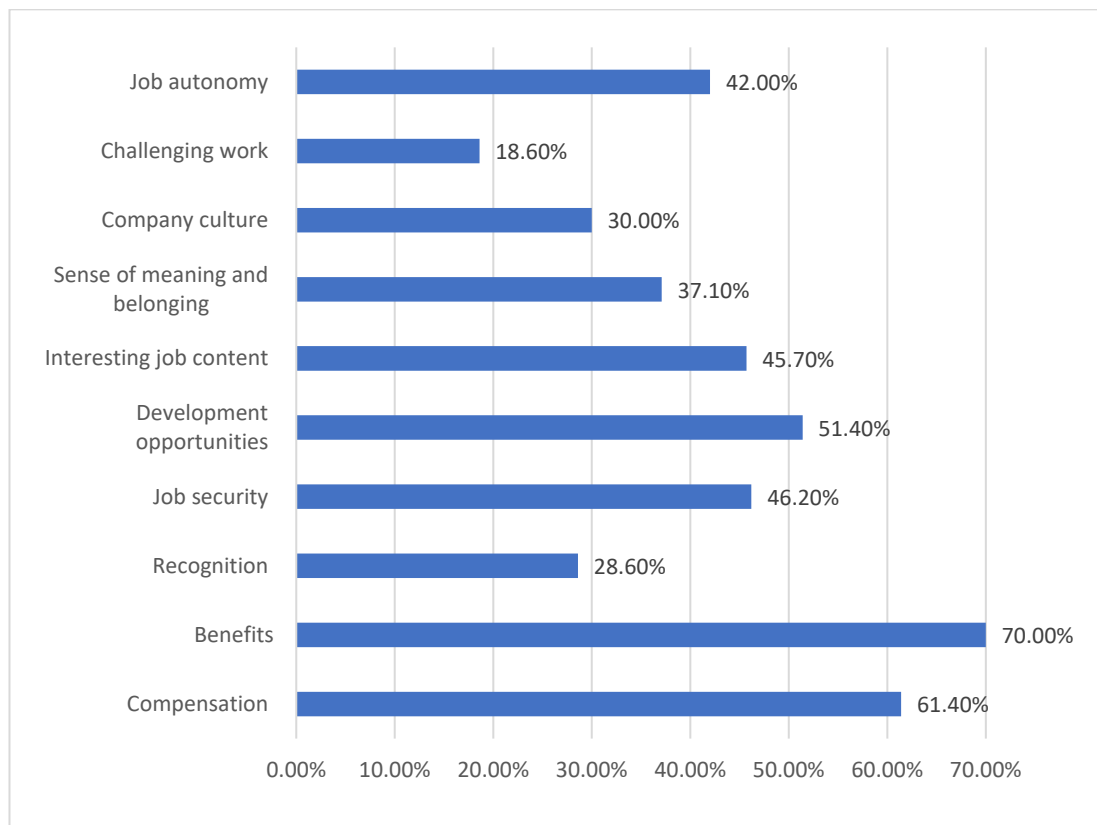
#### 4.4.4 Motivation

This section analyses the factors that motivate the respondents. This aim of this section was to identify how the CC respondents are motivated.

Question 26 asked respondents to select the most important motivators across the 5-point Likert scale ranging from strongly agree to strongly disagree. Figure 4.22 illustrates the factors which are the most important to the respondents while working in the context of a CC in Ireland. The top five motivators were benefits (70%), compensation (61.4%), development opportunities (51.4%), job security (46.2%), and interesting job content (45.7%). These findings agree with previous studies highlighting top motivators amongst other industries (Wiley, 1997; Hays, 2020).



Figure 4.22 further shows that the respondents were mostly extrinsically motivated with the top three motivators being the external factors as benefits, compensation, and development opportunities.



*Figure 4.22. Response to Question 26: Graphical illustration of the which factors are the most important motivators to the respondents.*

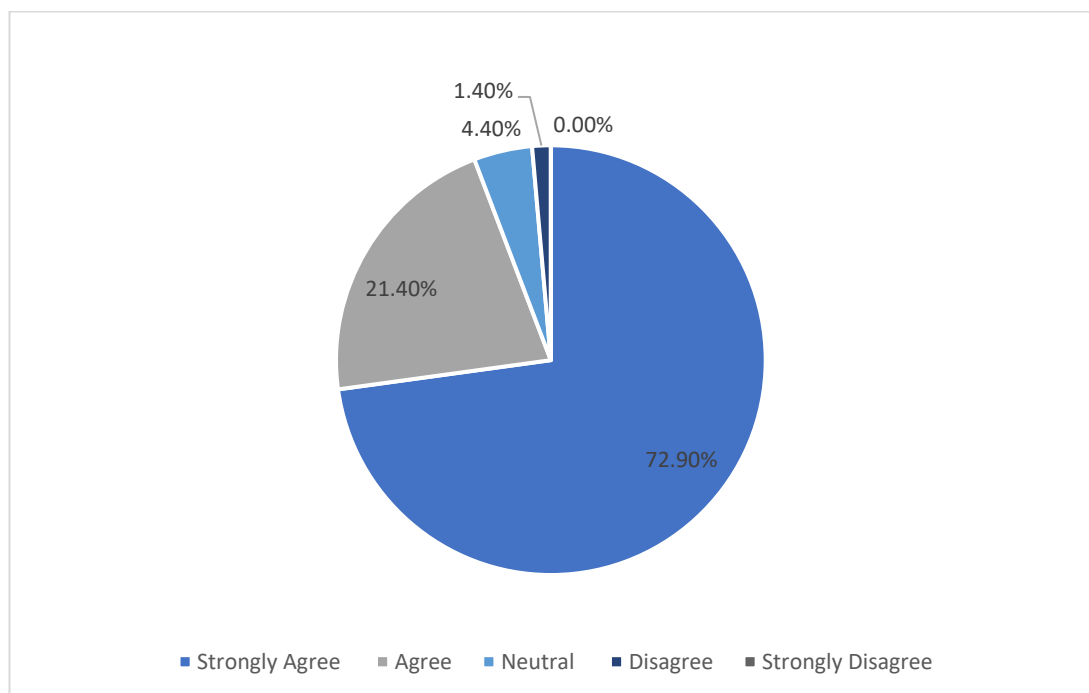
Figure 4.23, 4.24, and 4.25 displays the motivational influence of the respondents in CCs.

These questions were asked to identify how the participants motivated in a CC environment.

Figure 4.23 displays the level of agreement the respondents had to whether they feel motivated in their role when there is a balance between the work they provide to the organisation and the rewards received in return from the organisation. 94.3% agree, 4.3% are neutral, and only 1.4% disagree. The researcher deemed this question important as it

was to determine if the respondent were motivated by the view of their ratio of inputs to outputs (Adams Equity Theory, 1965). The findings show that the majority of the respondents are motivated when there is a balance between the inputs and outputs which agree with Adam's Equity Theory.

Figure 4.24 shows the level of agreement the respondents had to whether they lose interest in their work if there is no end reward. 62.9% agree, 8.6% are neutral, and 28.5% disagree. These findings relate to the findings of question 30 as 62.9% of respondents are extrinsically motivated when it comes to their work in a CC which is again proven in Figure 4.24. Figure 4.25 shows the level of agreement the respondents had to whether they lose interest in their work if there is no challenge regardless of the end reward. 37.1% agree, 14.3% are neutral, and 48.6% disagree. The aim of this question was to identify if the respondents were intrinsically motivated by challenging work in a CC.



*Figure 4.23. Response to Question 27: I feel motivated in my role when there is a balance between the work I provide to the organisation and the rewards I receive from the organisation.*

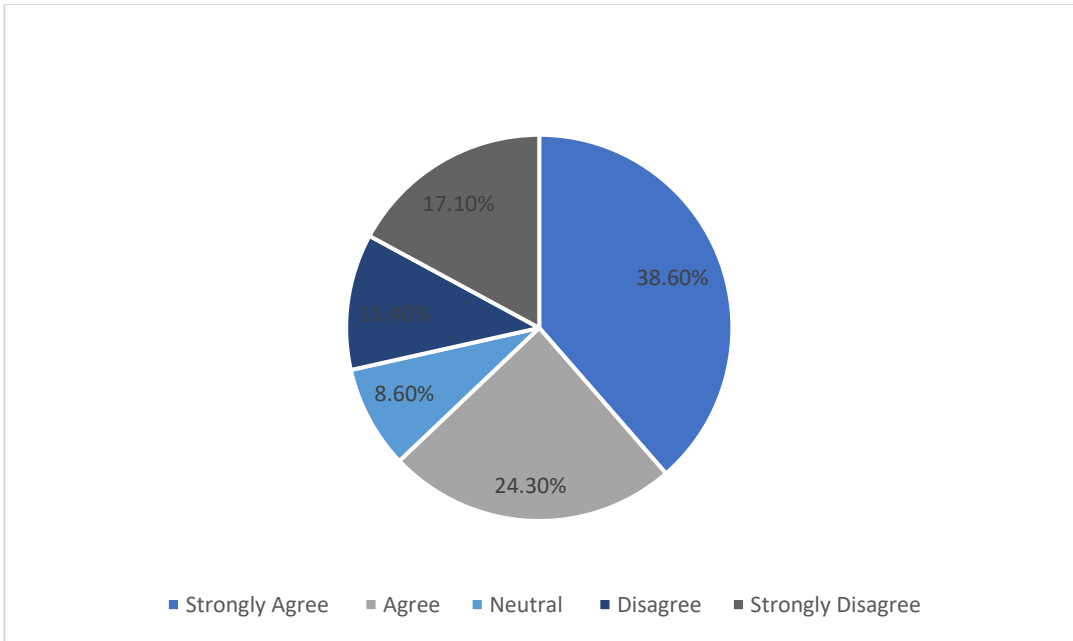


Figure 4.24. Response to Question 28: I lose interest in my work if there is no end reward.

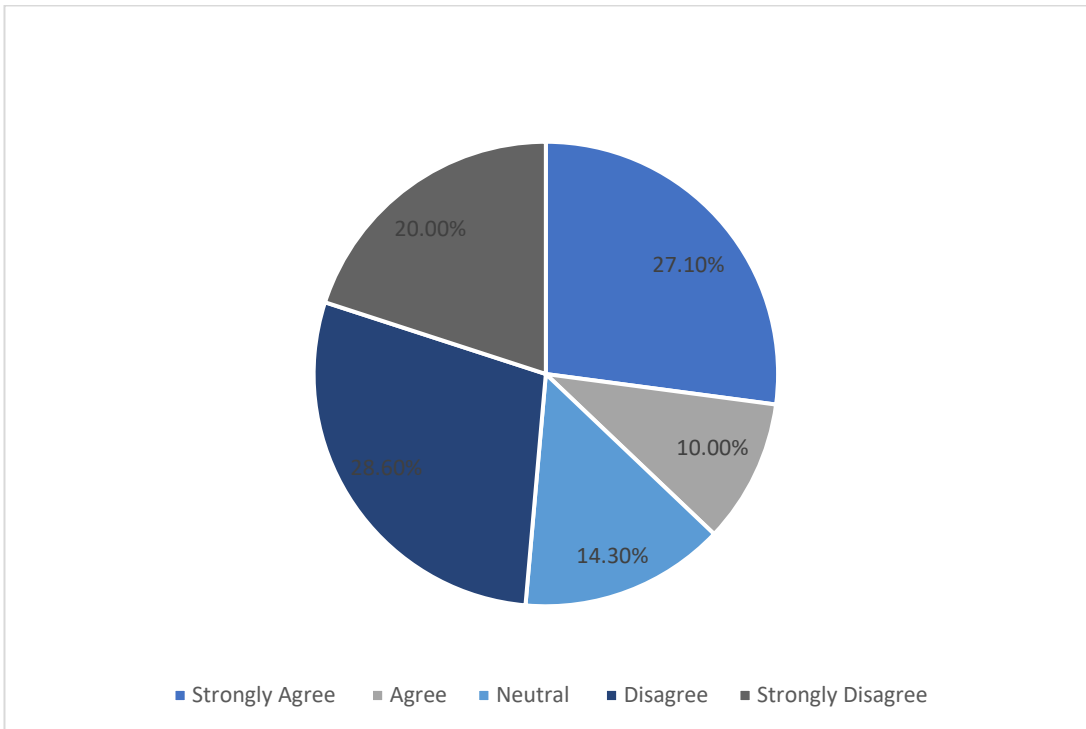


Figure 4.25. Response to Question 29: I lose interest in my work if there is no challenge regardless of the end reward offered.

Figure 4.26 displays the factors which demotivate employee when not present and the factors that motivate employees when present in CCs. These questions were asked to test Herzberg's Two Factor Theory among the sample of employees participating in the survey from the CC environment in Ireland.

Firstly, Figure 4.26 displays the findings of the factors which demotivate the respondents when they are not fulfilled within the CC. The three highest factors identified are good salary (70%), good working relationships (54.3%), and job security (54.3%).

Figure 4.26 further shows the findings of the factors which motivate the respondents when they are fulfilled with the CC industry. The three highest factors identified are good salary (67.1%), good working relationships (61.4%), and good working conditions (57.1%).

These questions were important as it was to determine if the respondent's motivation was impacted by Herzberg's Two Factor Theory (1996) which suggests that motivation is impacted if factors are present or absent in the workplace. The findings show that the respondents were motivated and demotivated by similar factors meaning Herzberg's Two Factor Theory was not relevant in this study.

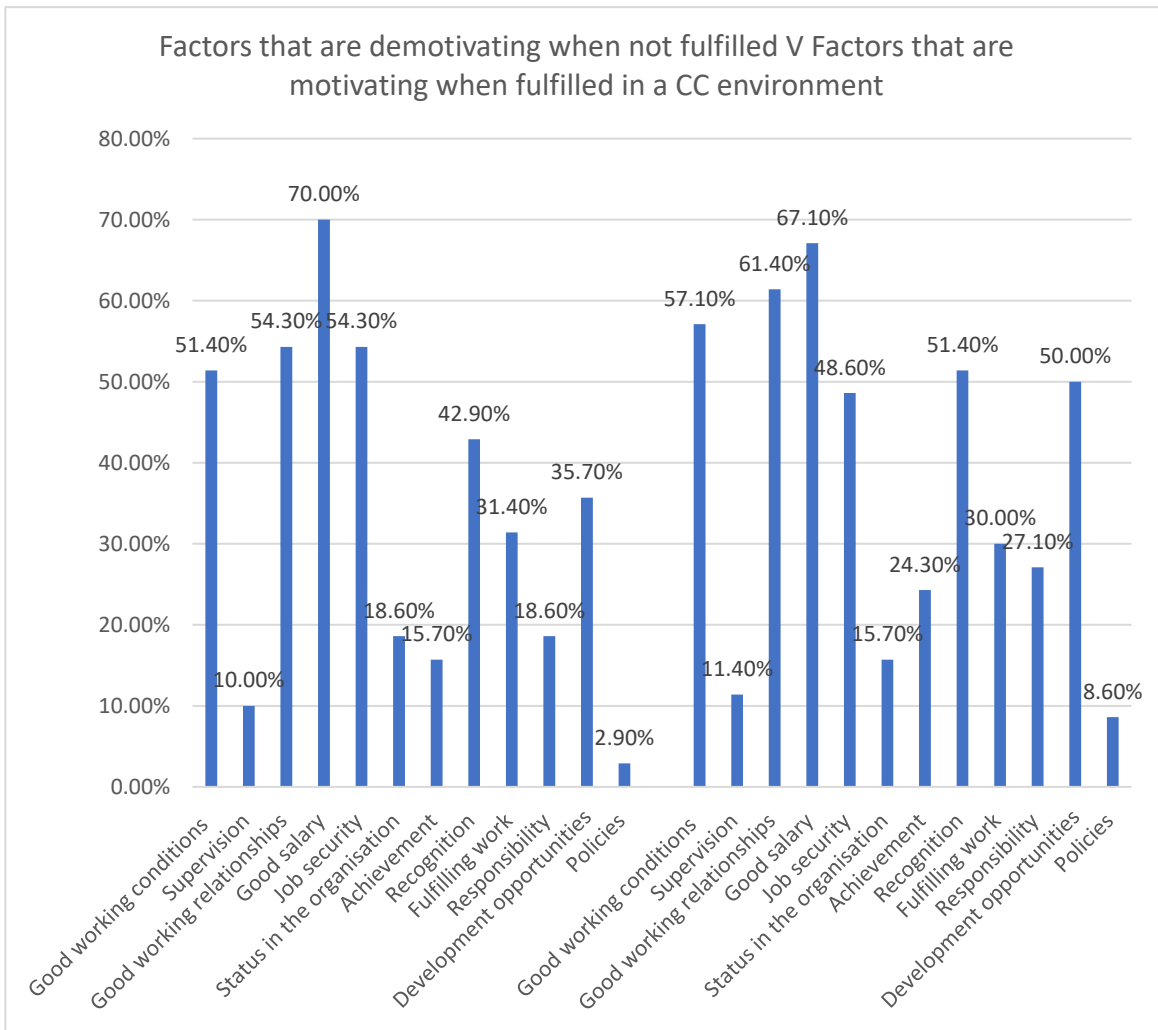


Figure 4.26. Responses to Questions 30 and 31: Please select the answers which are demotivating when not fulfilled and please select the answers which are motivating once fulfilled in the CC environment.

These findings from these questions have contributed to answering the research objectives 4 and 8 which relate to EM in the CC in Ireland.

#### 4.5 Conclusion

In conclusion, this chapter aimed to present and analyse the primary data collected by the researcher which relate back to the research question and the research objectives. The main objective of the study was to investigate how do PMTs impact EM in the CC industry in Ireland and this investigation has been carried out successfully.

The findings have proven to be informative and interesting. The researcher identified that much of the primary research supports existing studies and the studies identified throughout the literature review. However, some differences have been highlighted which are supported by the shared responses in this study.

The following chapter will discuss the findings and insights in detail which were discovered through the primary research carried out. Based on the findings, the researcher will identify relevant implications and recommendations that will benefit the CC industry.

## **Chapter 5 – Discussion**

### **5.1 Introduction**

This chapter will discuss the findings of the primary data presented in Chapter 4 in detail.

The findings will be compared to existing literature discussed in the literature review in Chapter 2 which has not solely investigated the theories in the unique environment of the CC industry in Ireland.

The primary data collected will be analysed and discussed along with the implications of the research, limitations of the research, and future recommendations identified by the researcher will be explored.

Throughout the primary research the researcher found insights into existing literature when applied to the CC industry in Ireland. This chapter will firstly discuss the primary data collected. Secondly the implications of the research will be explored. This will be followed by the limitations of the research and finally the future recommendations will be discussed.

### **5.2 Discussion of Key findings**

#### **5.2.1 Profile of Respondents**

The profile of the sample tested is quite interesting to the researcher. The majority of respondents were aged between 18 – 24 and no respondents aged 65 years or older. This is in line with existing literature suggesting that CC roles are commonly entry level salary ranging from earn €22,000 to €30,000 skills and experience dependant (CPL Group, 2021; Sigmar, 2021; Morgan McKinley, 2021).

The length of service identified suggested that over half of the respondents have worked in the CC industry for less than 2 years. This researcher coupled this finding with the high-pressure environment that is their workplace which can be emotionally exhausting (Deery et al., 2002).

The profile of the respondents was used to generalise the sample for this study, a possible future recommendation would breakdown these factors and investigate the impact of PM in each category.

The practical implication of these findings is for employers to investigate and explore their employees' profiles to understand their own motivational factors and what types of PMTs works best for them.

### **5.2.2 Understanding of Performance Management from Call Centre Employees**

*Objective 7: To explore employees understanding of the requirement for PM processes to be in place.*

Previous studies have investigated the concept of PM in various sectors including the healthcare sector (Mesabbah and Arisha, 2016), the public sector (Burke, 2009; Delaney, 2012), and the food and beverage sector (Elumeze, 2020). This research study contributed to existing literature on the topic by investigating the topic in relation to the CC industry in Ireland.

The researcher identified that CC environments have a high focus on PM and monitoring. Existing studies have defined the industry as highly pressurised (Pawan et al., 2009; Bobek and Wickham, 2015) and emotionally exhausting (Deery et al., 2002). Despite the focus high focus on PM and monitoring, the findings of the primary research show that a high number of the respondents understand the need to conduct PMTs in the CC industry with the techniques accurately capturing their individual performance levels. In addition, the results shows that PM contributes to an organisations success which is consistent with many other studies which define the process as aligning organisational and individual goals to facilitate overall organisational effectiveness (Biron et al., 2011; Brown and Hirsh, 2011).



These findings are quite positive from an environment which can be construed as negative at times

These findings answer Objective 7 of this study. The findings suggest that employees have a strong understanding of the requirement for PM processes to be in place in CC environments. A future recommendation for these findings would be to investigate past CC employees' only as this would provide a representative for respondents who potentially may have left the industry due to highly monitored PM processes.

The practical implication of these findings is to continue to communicate and remain transparent around the process of PM, ensure employees understand why it is necessary and that it is a support tool for them and their own development as well as a tool to improve the organisations overall performance.

### **5.2.3 The benefits of utilising performance management in CCs in Ireland:**

*Objective 2: To find out if employees find the PMTs beneficial to them in terms of productivity, motivation, and commitment to the organisation.*

*Objective 3: To investigate the benefits and limitations of utilising PM in CCs in Ireland.*

The primary research allowed the researcher to validate and expand on the benefits of PM in the setting of a CC in Ireland. Benefits identified in the literature in Chapter 2 were performance improvement, allows training needs to be identified, and empowers the manager-employee relationship.

The benefits which were tested in the primary research were consistent with the benefits discussed in the literature review in Chapter 2 with positive results stating that PMTs allow them to improve their performance, adds value to their individual performance and

organisational performance, and is beneficial to them in terms of productivity, motivation, and commitment to the organisation.

Throughout the study there was a positive theme that the manager-employee relationship was benefitting and being facilitated by PMTs. One possible explanation for this result can be linked back to Egan's (1995) argument that effective PM requires collaboration between the two parties.

The primary data further concurs with existing literature with the findings agreeing that PM helps them to identify training and development requirements which improves their individual performance levels.

These findings allowed objective 2 and 3 to be answered. Based on these findings, the researcher suggests that the benefits that arise from PM in the CC industry in Ireland align with the general PM benefits.

#### **5.2.4 The limitations of utilising performance management in CCs in Ireland:**

*Objective 3: To investigate the benefits and limitations of utilising performance management in CCs in Ireland.*

The primary research allowed the researcher to validate and expand on the limitations of PM in the setting of a CC in Ireland. The limitations of PM identified in the literature in Chapter 2 were include line managers, employee buy-in, lack of training, and PM measurement methods.

There findings from the primary research were quite a mixed response in relation to the limitations.

The literature identified that line managers are the weak link in the PM process (Tuytens and Devos, 2012). Many factors impact this including treating employees differently

dependant on their manager-employee relationship (Armstrong and Baron, 2005) as well as the difficult task that managers must balance judging employee performance as well as motivating their teams (Beardwell and Thompson, 2017). On the contrary to this, the findings from the primary data showed that the sample of CC employees felt PMTs were consistent across team members in the CC environment.

Previous studies have identified that line managers do not receive adequate PM training (Biron et al., 2011). The primary data collected to test this theory in reference to the CC industry in Ireland provided mixed opinions with less than 50% of responses believing that the training their managers received was sufficient.

It is quite positive despite the insufficient training that this has not impacted the reason why managers are carrying out the process. The primary data collected from the CC sample disagreed with the limitation that suggested the PMTs are used to discipline employees rather than to support them. This coupled with frequent communications throughout the process allows the manager-relationship and trust to build up through collaboration from all stakeholders including employees (McMahon, 2009).

The primary data displayed a mixed response in relation to whether measurement methods used are not clear enough to translate organisational expectations. As mentioned in Chapter 5, this contradicts Longnecker's (1997) study which identified a failure of PM as unclear criteria. One possible explanation for this is the heavily monitored environment of CCs which require relevant measurement methods in place (Pawan et al., 2009; Bobek and Wickham, 2015). It is interesting to note that although the primary data was mixed here, there was a negative theme shown in relation to employees feeling measurement methods obtained by their manager do not reflect their full performance in the workplace. This backs up previous studies such as Pulakos et al., (2008) and Brown and Hirsh (2011) who have discussed how employees believe PM can focus on negative aspects of performance.

These findings which relate directly to the limitations of PM in the CC industry in Ireland successfully answered objective 3. The researcher's findings conclude that the general limitations identified in existing literature do overlap with those in the CC industry. The researcher would suggest a future study recommendation to carry out a mix between quantitative and qualitative research in an aim to gather further insight into additional benefits and limitations the respondents may be able to add.

The practical implication of these findings would suggest that standardised training plans should be provided to all current line managers on an annual basis to ensure all employees are treated fairly and consistently. A focus on collaboration and support PM can help to reduce any negative opinions in relation to PM and in particular measurement methods.

#### **5.2.5 Performance Management Techniques**

*Objective 5: To understand the impact of PMTs on EM in the CC industry in Ireland.*

*Objective 6: To investigate if PMTs impact EM in a positive or negative way.*

Objective 5 and 6 of this research study was to understand the impact of PMTs on EM in the CC industry in Ireland and to investigate if they have a positive or negative impact. The literature review allowed the researcher to understand each PMT commonly utilised in the CC industry in Ireland while the primary data collection provided the researcher with vital information in relation to the impact the technique have on EM. The findings for each are outlined below:

- The findings identified that Performance Appraisals in the environment of a CC have positive impact on EM. 67.2% of respondents felt the technique did indeed have a positive impact on their motivation, in contrast to only 22.8% of respondents feeling that the technique had a negative impact on their motivation. As identified in the literature, in general, performance appraisals can have a mixed impact on motivation

(see Gallup, 2018; versus Idowu, 2017). The findings from this study are consistent with existing studies such as Idowu (2017).

- Continuous Feedback has quite a positive impact on motivation according to the sample with significantly high number of respondents (85.8%) agreeing that this PMT has a positive impact on their motivation. In comparison, a very low number of respondents (12.9%) believed that this PMT has had a negative impact on their motivation. The findings here support Gilley and Boughton's (1996) study which sees feedback as a source of encouragement and support for employees. It also further supports the move away from the highly monitored technique of the annual performance appraisal which some organisations have begun to make (GAP in Capelli and Tavis, 2016).
- Similar to continuous feedback, the findings here are showing a positive theme. The results illustrated that 92.8% of respondents felt coaching had a positive impact on their motivation. The literature review explored the technique and identified that it is a strong motivational tool which allows employees to maintain and improve performance (Lussier and Achua, 2007) by developing individual's skills through collaboration between the manager and employee.
- As identified in the literature review, the monitoring of KPIs is a popular PMT utilised in the majority of CCs. The findings in the primary research were mixed in relation to the impact the technique has on EM with under 50% stating it has a positive impact. The researcher found these results surprising as KPI's are a staple PMT utilised in CCs (Gilmore and Moreland 2000; Marr and Parry, 2004).

Overall, the PMTs investigated were motivating to employees based in a CC environment with no strong negative impact identified. When analysing these findings, the researcher clearly identified the strong positive correlation towards the two supportive and casual

techniques, coaching and feedback. The key finding is the supportive techniques have a slight advantage over the two monitoring techniques by positively impacting EM. One possible explanation for this result is this is highly monitored techniques have a certain stigma which employees find hard to get on board with. There needs to be a further focus put on this area to turn any negativity associated with the monitoring in to an effective and empowering technique.

The authors findings conclude that PMTs have a positive impact on EM in the CC industry in Ireland with employees preferring supportive techniques which allow them to improve and develop themselves. A future recommendation based off these findings would be to carry out qualitative research to gather data on why the respondents are motivated negatively or positively. This would provide further backgrounds and evidence to the researcher's findings in this study.

These findings directly address objective 5 and 6. The practical implication of these findings would suggest that CCs should put a focus on collaborative and supportive PMTs which also enable the building of the manager-employee relationship.

#### **5.2.6 Motivation**

*Objective 4: To explore EM in the context of the CC industry.*

*Objective 8: To explore the application of motivational theories in the CC industry in Ireland.*

These two objectives were addressed to explore EM in the context of the CC industry and to explore the application of motivational theories in the CC industry in Ireland.

Firstly, the researcher identified that the respondents are extrinsically motivated as their top three motivators are all external factors such as benefits, compensation, and development opportunities. This is interesting as CCs are performance focused

environments (Pawan et al., 2009; Bobek and Wickham, 2015) with many organisations implementing incentives and motivators to drive performance (Amárach Research, 2011). The findings did not show a strong agreement with motivation and challenging work which is an intrinsic motivator.

One possible explanation for this is the young age profile and low length of service of the CC sample. Kominis and Emmanuel's (2005) study refers to that fact that an individual's motivation factors change and can be dependent on life stages and priorities, and environmental and situational factors. In the case of this study, although age wasn't a factor tested, CC roles are commonly entry level salaries and career stage can have an impact on motivation (Kominis and Emmanuel, 2005).

The primary data also found interesting results in relation to the application of motivational theories in the environment of the CC. A significantly high number of respondents (94.3%) feel motivated in their role when there is a balance between the work they provide to the organisation and the rewards received in return from the organisation. Pairing these findings with the fact that 62.9% of respondents agree that they lose interest in their work if there is no end reward, allowed the researcher concluded that the majority of the respondents are motivated when there is a balance between the inputs and outputs which agree with Adam's Equity Theory.

It is possible that this motivational theory is strengthened due to the fact that the respondents were extrinsically motivated, and their top motivators are the organisations outputs.

The second motivational theory tested was Herzberg's Two Factor Theory. The findings identified that the factors which demotivate the respondents when they are not fulfilled within the CC are good salary (70%), good working relationships (54.3%), and job security (54.3%). The factors identified which motivate the respondents when they are fulfilled with

the CC industry are good salary (67.1%), good working relationships (61.4%), and good working conditions (57.1%). The researcher concluded that these results did not align with Herzberg's Two Factor Theory (1996) which suggests that motivation is impacted if factors are present or absent in the workplace. The findings show that the respondents were motivated and demotivated by similar factors meaning Herzberg's Two Factor Theory was not relevant in this study.

In relation to motivation in the CC environment, future studies could potentially explore the impact different levels of seniority and roles in the workplace have on motivation. Also, the impact the generational differences may have on motivational factors.

These findings directly address objective 4 and 8. The practical implication of these findings would suggest that CCs should put a focus on understanding what motivates their employees and why these factors motivate them. It is also important to understand the lifespan of these motivators and if they will change and why.

### **5.3 Limitations of the research**

The researcher understands that the limitations of this research study need to be identified and taken into consideration. The below limitations were considered throughout this study:

This first limitation identified is the sample size. The sample size of 70 participants in the online survey was a relatively small sample size. Research with a much larger sample size would provide a broader set of findings and increase the research reliability.

The second limitation identified is that the research addressed solely those working in the CC industry in general. As outlined in Chapter 1, the CC industry comprises of various sectors in Ireland. These sectors were not differentiated in the primary research which may have an influence on the impact PM may have on their individual motivation levels.



Another limitation of this study is that the researcher did not analyse the impact age has on determining motivation factors among the participants.

The final limitation of the study identified is that the data collected was quantitative only. A blended research approach of using both quantitative and qualitative research approaches may allow a researcher to probe and gain a deeper insight into the respondent's experiences.

#### **5.4 Conclusion**

The purpose of this research dissertation was to investigate the impact PMTs have on EM in the CC industry. The findings discussed in this Chapter indicate the overall impact from PMTs on EM in the CC industry in Ireland is a positive one. The chapter outlines the key findings from the research along with the practical implications of the research and possible areas to be address in future research. Finally, the limitations of the research were outlined in detail.

Conclusions and recommendations from this research study will be discussed in detail in the next chapter.

## Chapter 6 – Conclusion

### 6.1 Conclusion

The purpose of this study was to investigate how PMTs impact EM in the call centre industry in Ireland. The researcher decided to carry out this particular research as there was a gap in previous studies in respect of the relationship between the concept of PM and EM in the call centre industry.

There were 8 sub objectives outlined which assisted the researcher in answering the main question and satisfying the research. Table 6.1 outlines that these 8 of the objectives have been successfully addressed and answered throughout the research.

### 6.2 Research Objectives

To explore the standard PMTs utilised in call centres in Ireland.	This objective was fulfilled within Chapter 2. The literature review explored in this chapter defined and explored the standard PMTs utilised in the call centre industry in Ireland.
To find out if employees find the PMTs beneficial to them in terms of productivity, motivation, and commitment to the organisation.	This objective was explored in the primary research and the findings were outlined in Chapter 4. The primary research identified that from the sample of call centre employees tested, they do find PM beneficial in terms of productivity, motivation, and commitment to the organisation.
To investigate the benefits and limitations of utilising PM in call centres in Ireland.	This objective was fulfilled throughout this research. Chapter 2 identified the benefits and limitations of PM in general while the primary research tested if these were reflected in the call centre industry in Ireland.

To explore employee motivation in the context of the CC industry.	This objective was fulfilled in Chapter 2 by identifying areas to test in the primary research. The primary research then explored how CC employees are motivated, what the top motivating factors in the workplace, and tested if motivational theories were present.
To understand the impact of PMTs on employee motivation in the CC industry in Ireland.	This objective was successfully answered in the primary research. The findings were presented in Chapter 4 and discussed in detail in Chapter 5.
To investigate if PMTs impact employee motivation in a positive or negative way.	This objective was fulfilled through the primary research carried out. The findings were presented in Chapter 4 and discussed in detail in Chapter 5.
To explore if employees believe that PMTs are in place to benefit the organisation and used a disciplinary method for to control employees.	This objective was answered in the primary research and the findings were discussed in Chapter 5.
To explore the application of motivational theories in the CC industry in Ireland.	This objective was explored in Chapter 2 by discussing two motivational theories. These theories were then tested in the primary research to see if they were relevant to the CC industry in Ireland.

Table 6.1 Sub-objectives fulfilled.

### 6.3 Research Methodology

This study conducted a quantitative research approach through the use of a structured survey. The research maintained a positivist philosophy, a deductive approach, and an

explanatory research approach. The researcher opted to use a non-probability sample through adopting a voluntary response or opt-in sampling and snowball sampling.

#### **6.4 Research Findings**

From these responses received the data was critically analysed. Much of the findings agreed with existing studies discussed in Chapter 2, however, some inconsistencies were identified. The most significant findings were:

- Employees have a positive understanding of PM and its requirement in call centres in Ireland.
- The benefits that arise from PM in the call centre industry in Ireland concurs with existing literature.
  - PMTs allow employees to improve their performance, add value to their individual performance and organisational performance, and is also beneficial to them in terms of productivity, motivation, and commitment to the organisation.
  - The manager-employee relationship was benefitting and being facilitated by PMTs.
  - PM helps employees to identify training and development requirements which improves their individual performance levels.
- The general limitations identified in existing literature don't directly agree with those identified in Chapter 2.
  - PMTs were consistent across team members in the CC environment.
  - Less than 50% of responses believing that the training their managers received was sufficient.
  - PMTs are not used to discipline employees rather than to support them.

- There was a mixed response in relation to whether measurement methods used are clear enough to translate organisational expectations.
- Employees felt the measurement methods obtained by their manager do not reflect their full performance.
- PMTs have a positive impact on EM in the CC industry in Ireland with employees preferring supportive techniques which allow them to improve and develop themselves.
- Respondents were extrinsically motivated as their top three motivators (benefits, compensation, and development opportunities) are all external factors.
- Respondents were motivated when there was a balance between the inputs and outputs which agrees with Adam's Equity Theory.
- Respondents were motivated and demotivated by similar factors meaning Herzberg's Two Factor Theory was not relevant in this study.

## **6.5 Recommendations**

From these findings the researcher identified the following recommendations.

Firstly, for organisations to ensure monthly one-to-one meetings are taking place between line managers and employees which include elements of supportive PMTs. This will allow both parties to continue to build their working relationship, increase trust, and improve performance.

The timeframe required to implement this would be relatively short with many organisations being capable of scheduling this immediately to 1 month once the new requirement has been communicated. Similarly, the costs would be low considering this will take approximately 1 hour from each employee per month. No additional costs (€0.00) on top of employees' regular salaries are required to implement this recommendation.

The second recommendation is to introduce an outsourced PM training program for all existing managers and new managers with an annual refresher training. This is a great opportunity for organisations to ensure all managers are skilled and capable to carry out PMT. It can also enforce the importance of treating employees fairly, reducing inconsistencies among scorings, and remaining unbiased and professional through the process.

The timeframe to implement this would be 2-3 months. The organisation would need to research and agree on a program, upskill current managers, and include the program in all onboarding packages. The cost to implement this would be high as the program would be provided by an external provided on an annual basis. The cost is approximately €350.00 per person per session on an annual basis.

The third recommendation is for managers to investigate their employees' profiles to understand their motivations as well as the expected lifespan of these motivation. This could take place via a cost-free internal survey or incorporated into the manager-employee one-to-one meetings. As part of this research managers should explore which PMTs motivate their individual team members the most and ensure employees understand why PM is in place. Managers can put a particular focus on different PMTs, why they are used, and open up a culture of PM in an attempt to remove any negative association with PMT which focus heavily on monitoring.

This recommendation could be implemented immediately with no additional cost (€0.00) to the organisation.

## **6.6 Research Limitations**

The researcher took the below four limitations into consideration while carrying out this research study.

1. The sample size of 70 was relatively small.
2. The primary research generalised the participants to those working in the CC industry in Ireland although there are various sectors within the industry which may have an impact on their responses.
3. The researcher did not analyse the impact age has on determining motivation factors among the participants.
4. The research approach collected quantitative data only.
5. Future research could investigate past CC employees' only to gather a data from respondents who potentially may have left the industry due to highly monitored PM processes.

## **6.7 Future Research Recommendations**

Taking the limitations on the research study, future studies could address these in the below ways:

The researcher took the below four limitations into consideration while carrying out this research study.

1. Carry out research with a much larger sample size to gather a broader set of findings and increase the research reliability.
2. Differentiate the sub-sectors within the sample and analyse the data collected to see if these sub-sectors produced different results.
3. Analyse the impact age and generational differences may have on the participants responses the impact age has on determining motivation factors.

4. Carry out a blended research approach of using both quantitative and qualitative research approaches as this may allow a researcher to probe and gain a deeper insight into the respondent's experiences.
5. Finally future studies could explore the impact different levels of seniority and roles in the workplace have on motivation. Also, the impact the generational differences may have on motivational factors.



## **Personal Learning Statement**

I am currently working in the call centre industry as a HR professional. This research allowed me to explore the industry further by investigating employees understanding of performance management, how different techniques impact their motivation, and how they are motivated.

This research project was my biggest academic challenge yet. It was quite challenging at times while working full-time and carrying out all studying and research remotely due the pandemic. Despite the challenges, it has allowed me to develop and strengthen my academic and personal skills including self-motivation, time management skills, analytical, and critical thinking.

My research study focused on two main concepts, performance management and employee motivation. The secondary and primary research strengthened my knowledge on both of these concepts within the call centre industry. This allowed me to build up my own knowledge as well as to apply this new knowledge into my daily job.

If I was to undertake this project again, I would aim to utilise a mix of qualitative and quantitative research approaches. This would make for a more effectively research project as further insights and themes may be identified through probing questions.

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## **Appendix**

### **A. Participation Information Sheet**

I would like to invite you to take part in a research study. Before you decide you need to understand why the research is being conducted and what it would involve for you. Please take time to read the following information carefully. My name is Ciara Gorry and I am a student working towards achieving a MA in Human Resource Management in National College of Ireland. This study aims to investigate the impact performance management techniques have on EM in CCs in Ireland. For the purpose of this survey performance management techniques refer to performance appraisals, continuous feedback, coaching, and key performance indicators (KPIs).

#### **WHAT WILL TAKING PART INVOLVE?**

This survey will ask you questions on demographics, performance management, the impact performance management techniques have on your motivation, and EM in general.

#### **WHY HAVE YOU BEEN INVITED TO TAKE PART?**

You have been invited to participate in this research as you are based in Ireland, and you are currently employed by in a CC which is the relevant industry being investigated in this research.

#### **DO YOU HAVE TO TAKE PART?**

Participation in this survey is completely voluntary. You can withdraw from the survey at any time.

#### **HOW LONG WILL IT TAKE TO COMPLETE THE SURVEY?**

The survey consists of 31 questions and should take approximately 5- 10 minutes to answer all questions.

**WILL TAKING PART BE CONFIDENTIAL?**

The survey will be completely confidential as no identifying information will be gathered.

**HOW WILL INFORMATION YOU PROVIDE BE RECORDED, STORED AND PROTECTED?**

The results of the survey will be retained electronically with only the researcher having access until after my degree has been conferred. The data will be retained for a further two years after this. Under freedom of information legalisation, you are entitled to access the information you have provided at any time.

**WHAT WILL HAPPEN TO THE RESULTS OF THE STUDY?**

The research will be published as part of my dissertation.

**WHO SHOULD YOU CONTACT FOR FURTHER INFORMATION?**

Should you have any questions please do not hesitate to contact me:

Ciara Gorry

x19143087@student.ncirl.ie

## B. Consent Form

Please confirm you have read and understood the following:

- I voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time without any consequences of any kind.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves answering questions for the researcher to gain an understanding of the impact performance management techniques have on EM in the CC industry in Ireland.
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be carried out as no identifying information is being collected.
- I understand that if I inform the researcher that myself or someone else is at risk of harm, they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that the data collected will be retained until the exam board confirms the results of the researcher's dissertation.



- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Do you understand and agree to the above?

Yes

## C. Survey

### Section 1 - Demographic and Organisational Information

This section contains 5 questions which relate to demographics and organisational information.

1. What is your gender?

- Female
- Male
- Other
- Prefer not to say

2. What is your age?

- 18 – 24 years old
- 25 – 34 years old
- 35 – 44 years old
- 45 – 54 years old
- 55 – 64 years old
- 65 years old and older
- Prefer not to say

3. How long have you been working in a CC?

- 0 – 1 year
- 1 – 2 years
- 2 – 5 years
- 5+ years

- I have never worked in a CC

## **Section 2 – Performance Management**

The following section contains questions which relate to performance management and your general opinion of the process.

4. Do you think Performance Management techniques should be conducted in organisations?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

5. Do you think Performance Management techniques accurately record and reflect your performance?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

6. Do you think Performance Management contributes to an organisation's success?

- Strongly Agree

- Agree
- Neutral
- Disagree
- Strongly Disagree

### **Section 3 - Benefits and Limitations of Performance Management**

This next section will contain statements regarding the benefits and limitations of performance management. Please indicate your level of agreement across the 5-point Likert scale.

7. Allows you to improve your performance.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. It adds value to my performance and to the organisation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9. Enables you to build on your manager-employee relationship through constant communication.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10. Helps me to identify training and development requirements which improves my performance.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11. I feel the measurement methods are not clear enough to translate organisational expectations.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12. I feel the measurement methods obtained by my manager do not reflect my full performance in the organisation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13. My manager uses the process to discipline employees rather than being committed to helping me to improving my performance.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

14. My manager is not sufficiently trained to carry out the process.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

15. The processes lack clarity as communication is poor with no follow-ups.

- Strongly Agree
- Agree
- Neutral
- Disagree

Strongly Disagree

16. Team members are not treated consistently.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

17. I feel performance management techniques are beneficial to me in terms of productivity, motivation, and commitment to the organisation.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

#### **Section 4 - Performance Management Techniques**

This next section will contain questions as well as statements regarding performance management techniques and the impact they each have to your motivation. Please indicate your level of agreement across the 5-point Likert scale.

18. Performance Appraisals have positively impacted my motivation.

Strongly Agree

Agree

Neutral

- Disagree
- Strongly Disagree

19. Performance Appraisals have negatively impacted my motivation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20. Continuous feedback has positively impacted my motivation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

21. Continuous feedback has negatively impacted my motivation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

22. Coaching has had a positive impact my motivation.

- Strongly Agree



- Agree
- Neutral
- Disagree
- Strongly Disagree

23. Coaching has had a negative impact my motivation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

24. The monitoring of KPI's have had a positive impact my motivation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

25. The monitoring of KPI's have had a negative impact my motivation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

## Section 5 – Motivation

This next section will contain statements regarding motivation and factors which motivate and demotivate you.

26. Please review the following statements and select the answers which are the most important motivators for you. (Check all that apply)

- Compensation
- Benefits
- Recognition
- Job security
- Development opportunities
- Interesting job content
- Sense of meaning and belonging
- Company culture
- Challenging work
- Job autonomy

27. I feel motivated in my role when there is a balance between the work I provide to the organisation and the rewards I receive from the organisation.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

28. I lose interest in my work if there is no end reward.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

29. I lose interest in my work if there is no challenge regardless of the end reward offered.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

30. Please review the following statements and select the answers which are demotivating is not fulfilled in the CC environment. (Check all that apply)

- Good working conditions
- Supervision
- Good working relationships
- Good salary
- Job security
- Status in the organisation

- Achievement
- Recognition
- Fulfilling work
- Responsibility
- Development opportunities
- Policies

31. Please review the following statements and select the answers which are motivating once fulfilled in the CC environment. (Check all that apply)

- Good working conditions
- Supervision
- Good working relationships
- Good salary
- Job security
- Status in the organisation
- Achievement
- Recognition
- Fulfilling work
- Responsibility
- Development opportunities
- Policies

Thank you for your time and contribution to the research study.