



Motivational Factors in the Workplace

The Case of Call Centres Agents

in Rabat, Morocco.

By

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DEDICATION

To Allah

To my parents

To my teachers and friends

Abstract

It is widely known that businesses, regardless of their sector of interest, achieve success thanks to countless factors which work together towards the desired goals of business managers and owners. These factors may include things such as planning, purchasing raw materials, training personnel, marketing and many others. There is no doubt that the way employees act and perform is indispensable and fundamental to businesses' flourish. The highly skilled, effective and productive they are, the more successful organizations are. For this reason, organizations have always been seeking to hire people who would contribute to their growth rather than be a reason of their collapse. Anna Mokhniuk(2018, 94) argued that It is evident that a number of distinct factors are involved in the performance of an employee: his inborn abilities and his character traits; the basic knowledge and the experience he has acquired in the past; and above all, the degree to which he is motivated. The primary goal of this study is to investigate the factors that keep personnel highly motivated and willing to cooperate, work harder towards the business goals. Bearing this in mind, it is theorized that wise business leaders do their best to maintain their workforce's productivity at a high level through making use of miscellaneous measures such as allowing incentives and offering several motivational tools. The present paper investigates and tries to define these tools that business managers and entrepreneurs use to boost workers' morale. Particularly speaking, the focus of this piece of writing will be on the role of incentives, both monetary and non-monetary ones, such as pay packages, promotion, recognition, flexible timetables, and longer holidays in influencing employees' morale and productivity as well.

Key words: motivation, workplace, productivity, morale, business.

CHAPTER I

GENERAL INTRODUCTION

Good business outcomes have always been the result of tactful human being work. This emphasizes the fact that employees' role in any business is irreplaceable and remains mandatory. It is undeniable that they contribute hugely to the business growth, prosperity and reputation in a way that is both continuous and professional. Meanwhile, personnel might be the reason why flourishing businesses collapse. It all depends on how professional, trained and motivated they are. This explains how complex and crucial the link between workers' performance and organizational success in a way that improving the former affects inevitably the latter. In this regard, Ryan Watkins and Doug Leigh (2010 : xix) state that "Improving performance therefore requires both the scientific knowledge of how various interventions are effectively applied within organizations, as well as the artistic understanding of the delicate relationships among people, performance, organizational results, and beneficial outcomes for societal partners (including clients, customers, and others)".

However, the question that emerges here is how to boost, if not just maintain, the morale of the labour force at a high level so as to positively affect organizational outcomes. Generally speaking, if asked, people would usually argue that good pay packages and rewards in the form of money would make reasonable incentives for workers. This is true to a large extent. Meanwhile, it seems that business managers may use other motivational tools to enhance their employees' morale and keep them loyal and hardworking.

In such a fast-growing and globalized world, the needs and consumption is rising sharply. So as to cater for this huge demand of products and services, businesses are required to work unceasingly. This manner of mass production requires well-

trained as well as highly motivated workers. Therefore, due to its significance, workers' motivation is an area of research that involves several disciplines such as psychology and management, and has been addressed by many researchers so far. The present thesis goes in the same direction and sketches on the factors that motivate employees to give their best and thrive while performing their duties at work.

The present paper focuses on what motivate call centre operators to achieve the desired results from the perspective of those operators. Data will be collected from people working in call centres in Rabat. This thesis consists of three major parts. The first one is devoted to the review of the existing body of literature about motivation in the workplace, particularly the major theories of motivation. The second chapter is reserved to data collection and methodology. The last chapter provides room for data analysis and discussion of the findings.

CHAPTER II

REVIEW OF

LITERATURE

2.1 INTRODUCTION

The world of business is so vast that it is present in every corner of the globe and concerns the life of every human being. Wherever you go, whatever service or product you need, be it food, clothes, transportation or whatever, business intervention is required. However, customer satisfaction influences the way people do business. Thus, in order to increase customer loyalty and demand, businesses adopt a bunch of measures. Among them, taking care of the personnel and providing good working conditions them. Having said all that, workers' role in this business-customer relationship seems central and vital. If this is the case, then personnel's motivation should be a priority for businesses.

The present chapter is devoted to review the existing literature on the field of motivation in the workplace. Throughout this chapter, some light will be shed on topics related to motivating employees such as the power of motivation, motivational factors, and the major theories of motivation as well.

2.2 MOTIVATION IN THE WORKPLACE

2.2.1 WHAT IS MOTIVATION

The term motivation is a broad word that has more than one simple meaning and has been defined differently by several researchers and authors. According to Pinder (1998, p.11), "work motivation may be regarded as a set of internal and external forces that initiate work-related behaviour, and determine its form, direction, intensity and duration". Oxford Advanced Learner's dictionary defines motivation as

the reason why somebody does something or behaves in a particular way. In the workplace, motivation can be defined as what triggers and drives workers' sense of initiative, creativity and result-orientation. However, what might seem motivational for some people might not be the case for others. In plain language, depending on people's desires and needs, they are motivated differently. In a nutshell, motivation refers to all factors that inspire, persuade, and stimulate workers to perform and carry out their tasks in creative and smart manners.

Looking at what was mentioned previously, motivation can be divided on two types; extrinsic and intrinsic. As their names suggest, extrinsic motivation has to do with external incentives which come to the person from the outside environment such as recognition and promotion. However, intrinsic motivation designates the inner needs of the person. They come from the joy of success, of being able to fix problems and help others.

2.2.2 THE POWER OF MOTIVATION

Motivation remains tremendously important and powerful for employee engagement. This invaluable nature of motivation can be accounted for by many reasons. First off, motivating personnel has been largely dealt with by lots of researchers and authors in many disciplines, particularly psychology and management. Second, motivation encourages workers to take proper action in proper time. In this regard, Michael Bolduc (2000, p.18) states that "motivation can help you to move towards your major goals". Third, motivation does not only concern managers but

workers themselves also look for it as a tool of personal growth. In this regard, Anne Bruce (2003, p. iii) made the following statement:

“When you look at personal growth as a motivator, you change the way employees think about their work, you help them become more capable, and you give them a meaningful purpose in coming to work.”

Moreover, motivation represents the reason why people keep their spirit high and endeavour very hard to achieve the business’s goals. In this regard, Anne Bruce (2003, p. 50) made the following statement.

“How important is motivation? It makes all the difference. You may be the most knowledgeable, experienced, talented, and capable manager in the world. But if your employees are lacking in motivation, mediocrity will creep into your organization.”

2.3 MOTIVATIONAL FACTORS

Numerous are the factors that remain key to driving workers’ motivation and henceforth boosting their productivity and morale. In this regard, Bill Hewlett, co-founder, Hewlett-Packard, stated that “Men and women want to do a good job, a creative job, and if they are provided the proper environment, they will do so” Anne Bruce (2003, p.2). Such proper environment cannot be offered unless both material and non-material incentives are made available for workers. Similarly, Ahmad, Mukaddes, Rashed, & Samad (2010, p. 103-108) argued that “If employees feel that their inputs such as efforts, commitment, loyalty, trust, and enthusiasm to the

organization are fairly and adequately rewarded by outputs such as financial and non-financial benefits or incentives, they remain motivated and continue to provide inputs towards higher productivity. Employees get de-motivated due to the perceived absence of such equity". Motivational factors can be divided into two major types, namely monetary and non-monetary factors.

2.3.1 MONETARY FACTORS

It is undeniable that monetary factors play an essential role in influencing workers behaviour to a large extent. Almost every employee's productivity is increased significantly as a result of being provided with extra money. Monetary factors can take various forms; salaries, wages, bonuses, incentives such as medical, educational, housing and holiday allowances (M. N. Shafique et al, 2015 : 6-14).

2.3.2 NON-MONETARY FACTORS

Besides motivators that come in the form of money, there are miscellaneous ones whose nature is not pecuniary. In fact, they also play a major role in determining employees' behaviour in the workplace. One major example of these motivators is job security. If people feel they are being hired for a temporary period of time, they would never feel secure about their source of income and would ultimately look for a job somewhere else. Another example is working conditions. Presumably, people often require minimum standards of working environment which is stress-free and offers opportunities for people to enjoy work together. Other examples of non-monetary factors include job status, recognition, appreciation, participation in decision making and job enrichment as well (M. N. Shafique et al, 2015 : 6-14).

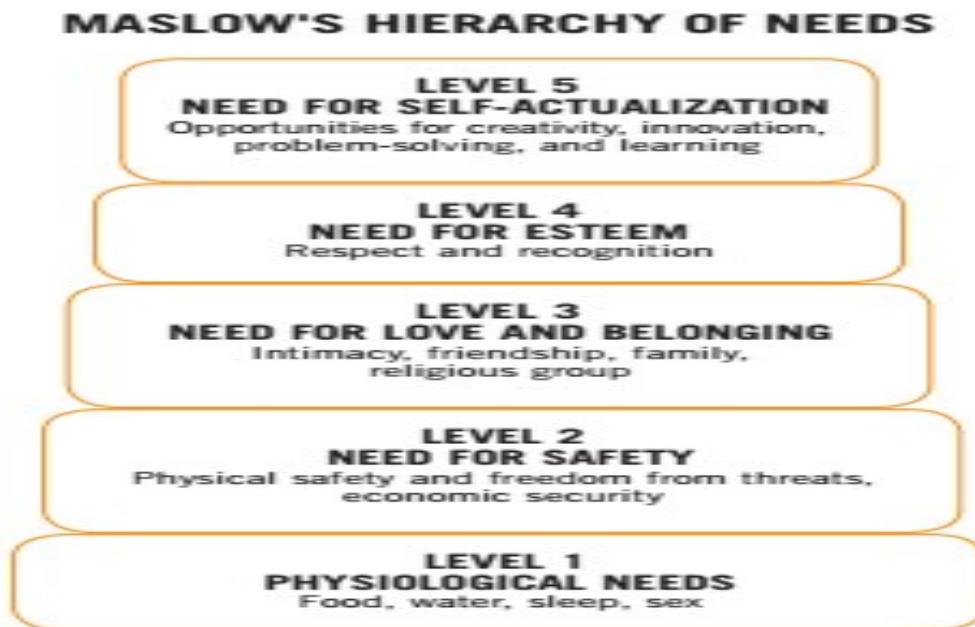
2.4 MAJOR THEORIES OF MOTIVATION

With the rise of globalisation and free market, businesses were required to produce more than they had done to cater for the huge needs of the market. Thus, motivating workers to upgrade their productivity has gained a more important status. This has made of motivation the object of study of many researchers. Because motivation has been a multidisciplinary field of study, it has been addressed by people from different backgrounds such as psychology, economics and management. This has led to the introduction of many theories that deal with motivation in the workplace. In this thesis, the focus will be only on the major theories of motivation.

2.4.1 Maslow's Hierarchy of Needs Theory

Abraham Maslow introduced his Hierarchy of Needs Theory in 1954. It remains one of the most known theories of motivation. It is uncommon to find it unmentioned in a course, an article or book that talk about motivation. According to this theory, Maslow's assume that people always tend to want something and what they want depends heavily on what they already have. Maslow proposed that there are five different levels of needs people have to seek for satisfaction of their basic needs (Mullins 2007, p. 258). These five universal needs are ranked hierarchically according to the order in which they influence human behaviour. At the very basic low level, Maslow puts the **physiological needs**. For him, food and water represent a crucial need for humans. So as long as they are not available, one would always be forced and motivated to satisfy his physiological needs. Once a person is no longer hungry or thirsty, the need for food ceases to create tensions. As a result, room is made for the

next type of needs which is the **safety needs**. The desire and search for shelter, security, stability, order and law become the motivators of humans and determine their behaviour. The third level in Maslow's hierarchy is the **social needs** which refer to love and belonging needs. After feeling safe, people need to feel their feelings are shared and appreciated. They need to give and take love through nice friendship relationships. The fourth level is the **esteem needs**. Because of their ego, People often enjoy having a sense of self-respect and want to be evaluated and appreciated by others. At the top of Maslow's hierarchy we find the **self-actualization needs**. This level has to do with the need for self-development and having chances to learn new skills, innovate and put your skills into practice when working, suggesting ideas and solving problems. The following figure illustrates Maslow's Hierarchy of Needs Theory.



Source:

Best Practices Motivating employees

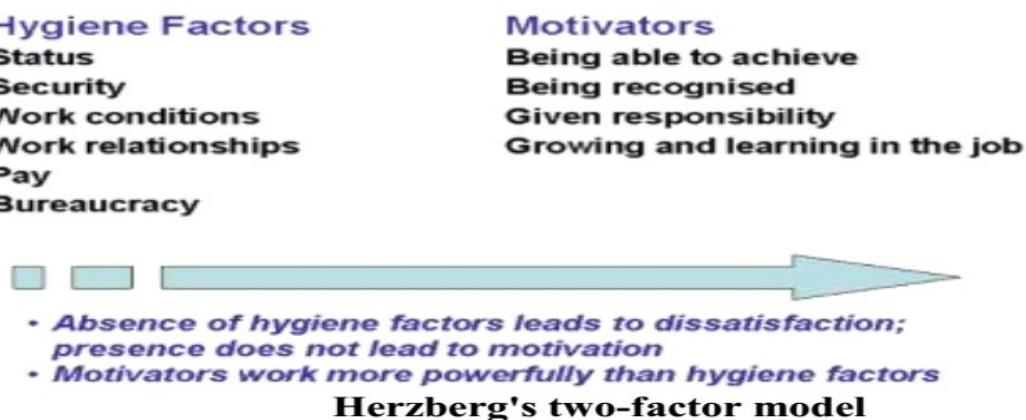
By Barry Silverstein

To conclude, regardless to the reputation of Maslow's Hierarchy of Needs Theory, it is often criticised for a couple reasons. First off, the order and interconnectedness of needs that Maslow states are not always necessary to observe. In plain language, if one of the needs is not available then people may get motivated without it.

2.4.2 Herzberg's Motivation/Hygiene Theory

Also known as the Two Factor Theory, **Herzberg's Motivation/Hygiene Theory was based on** Maslow's theory of needs but focused on the idea of job satisfaction. In other words, Herzberg looked at what leads people to have a positive and/or a negative attitude towards their jobs. He called those factors causing job satisfaction '**Motivators**' and called the ones making them dissatisfied '**Hygiene factors**'.

The following figure illustrates Herzberg's two factor theory in much more detail.



Source:

International Journal of Engineering Technology,
Management and Applied Sciences

2.4.3 Vroom's Expectancy Theory

Victor Vroom's Expectancy theory is one of the largely accepted interpretations of motivation in the workplace. Vroom (1964) argues that people get motivated through a three-dimensional process which involves effort, performance and reward. In clear language, people invest more and more efforts if their performance and the reward they receive from their managers meet their expectations. In this regard, Armstrong (2006, p. 259-260) stated that “the greater the value of a set of the awards and the higher the probability that receiving each of these rewards depends upon effort, the greater the effort will be in a given situation”. The following figure illustrates the Expectancy theory.



Figure: Expectancy Model

Source:

International Journal of Engineering Technology,

Management and Applied Sciences

CONCLUSION

Motivating personnel is a key factor for organizations to attain effective productivity. Such crucial value of employees' motivation has made of it a priority of business managers worldwide. Also, authors from various disciplines have tackled the issue of motivation from various perspectives and with different goals and approaches. This explains well the huge amount of the existing literature about motivation not only at work but in all aspects of life as well.

Therefore, it has become obvious that motivation needs to be given special attention by business people if they aim to make their workers happy and productive as well.

CHAPTER III

DATA AND

METHODOLOGY

3.1 INTRODUCTION

This chapter presents the research methodology employed for carrying out this research project. It is meant to set the purpose, hypothesis and research questions of this paper. Also, it aims to provide information on the methods employed to gather and analyze the data on which this research paper is based. The first section outlines the purpose and the hypothesis. The second section sets the research questions. The third section provides the constituents of the study design and reviews the methods of data analysis.

3.2 PURPOSE AND HYPOTHESIS

The purpose of the present research paper is to investigate the factors that boost employees' productivity levels, in an attempt to identify the techniques used by business managers in general and call centers managers in particular to create an environment favourable for keeping workers' morale and spirits high and thus lead to yielding the desired outcomes.

To achieve this objective, it is hypothesized that a mixture of both monetary and non-monetary incentives are used to motivate employees. It is also expected that monetary incentives outweigh non-monetary ones to a large extent.

3.3 RESEARCH QUESTIONS

This research paper attempts to find answers for the following four major questions:

- a) What really motivates employees?

- b) What are the monetary factors that motivate people at work?
- c) What are the non-monetary factors that motivate people at work?
- d) Which is more important for employees: monetary factors or non-monetary factors?

3.4 STUDY DESIGN

This section aims at describing the data, the methods of gathering the data as well as the methods of data analysis.

3.4.1 METHODS OF DATA COLLECTION

Under the circumstances of COVID-19 confinement measures, collecting the data was not an easy task. Neither I am allowed to go out nor are the respondents to the questionnaire allowed to go to work. Therefore, in order to gather the necessary data for this research paper, a questionnaire consisting of 14 questions was designed using Google Forms and then sent to the respondents to their emails via internet. The questions aimed at getting specific information on participants' perception of what motivates them at work to be more productive. The questions were carefully designed with the purpose of addressing particular issues that are closely linked to the field of employees' motivation.

The population of respondents consists of 40 people who do various tasks at a call center called Teleperformance. This call center is based in the city of Témara in Morocco and provides technical assistance to customers from North America. This has made life easier for me as far as using English to communicate with the respondents because English is the language they use at work. Besides, the

respondents were chosen randomly without any prior conditions such as age, gender and experience.

3.4.2 DATA ANALYSIS

Once the data was fully collected from the respondents electronically, it was automatically transformed into graphs and diagrams which present the data in a clear and concise manner. These graphs and diagrams give several figures about people's attitudes towards what motivates them in the workplace. The respondents' answers were compared, contrasted, correlated, and analysed through interpreting them both numerically and literally.

CHAPTER IV

FINDINGS

4.1 INTRODUCTION

This chapter is devoted to present the finding of the present study. This provides room for analysing and interpreting the respondents' attitudes towards motivation at the workplace.

4.2 The importance of motivation in the workplace

According to the collected data from the participants in this study, motivation at work represents a top priority for them. More than ninety-five percent of the respondents tend to value the role of motivation in boosting their performance as the graph 1 below shows. However, a tiny proportion of about four percent of the participants see motivation unnecessary at the workplace.

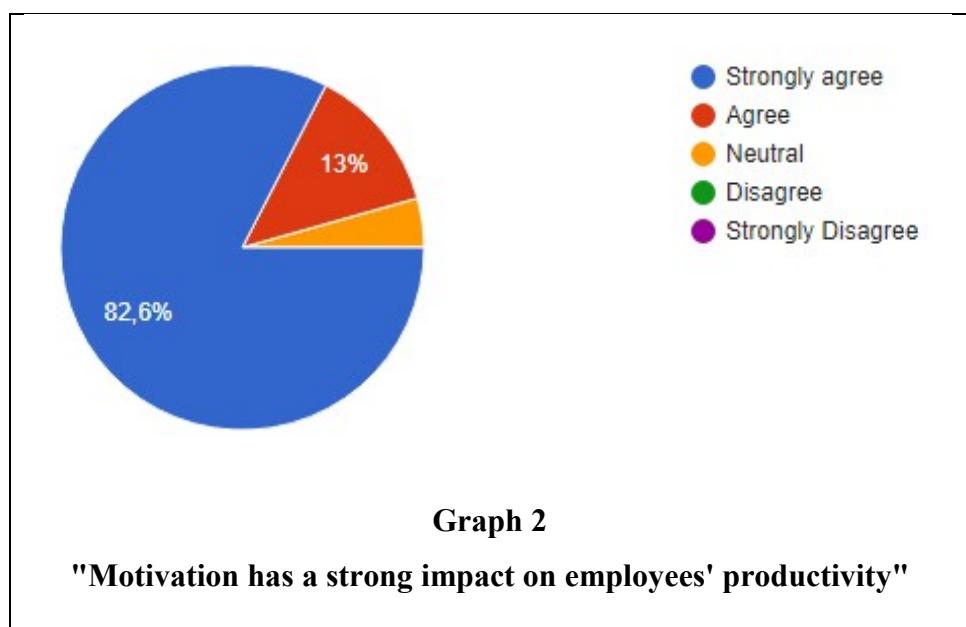
Therefore, we can draw from these numbers that motivation is very necessary to boost workers' morale and should be given priority by managers when dealing with their staff.



4.3 Motivation as a driving factor towards greater productivity

Besides what was concluded from the readings about the power of motivation, the respondents' answers in this regard did confirm the key role that motivation plays in making workers as productive as expected. Graph 2 below shows that more than 95% of the respondents do agree that motivation has a strong impact on employees' productivity while less than 5% of them expressed neutrality towards this idea.

Again, bearing these figures in mind, it remains crystal clear that motivation represents a central ingredient that leads, together with others, to high productivity levels.

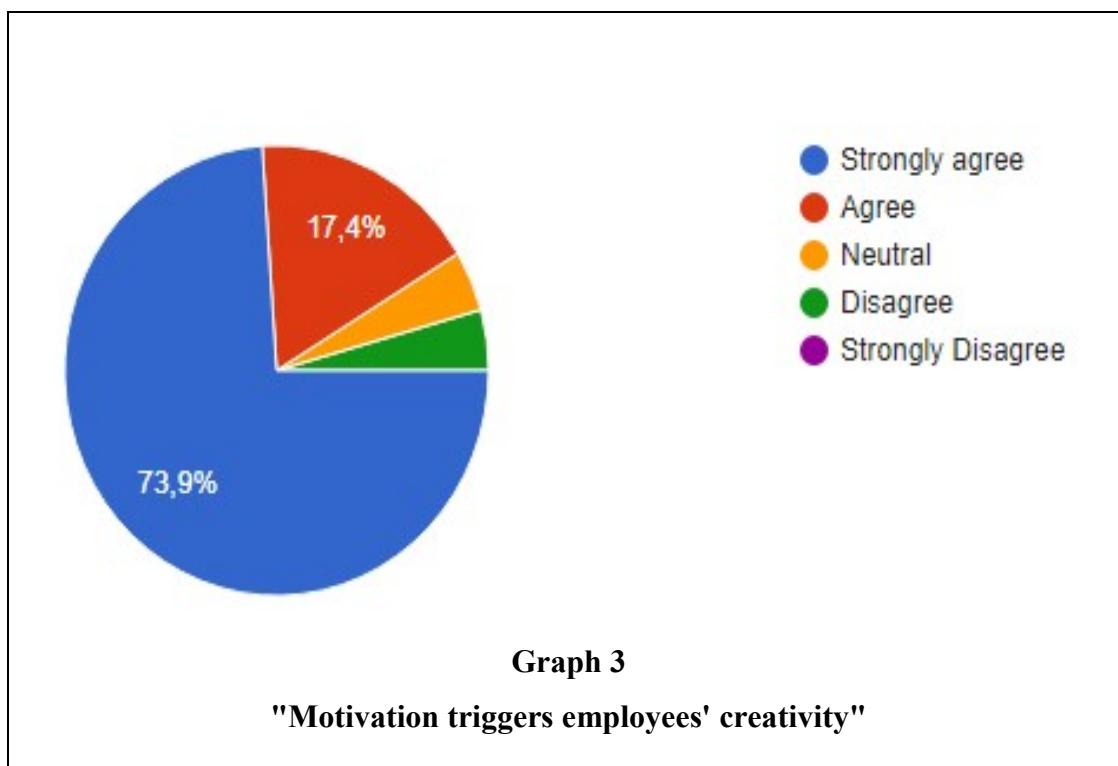


4.4 Motivation as a trigger for creativity

It is widely known that employees' performance varies from one to another. We can distinguish between three levels of performers. First, some people's output is on average. Second, some others' is below average. Third, a group of workers show the desired level of efficiency. The latter type of workers makes good use of their

creativity skills to achieve such productivity level. This seems true from the results of the present research paper. As graph 3 below illustrates, more than 90% of the participants agree that motivation triggers creativity. About 5% are neutral and nearly 5% disagree with that statement.

It is therefore concluded that creativity is very useful in a way that it helps organizations reduce the production steps and saves businesses lots of resources, costs, time and efforts.

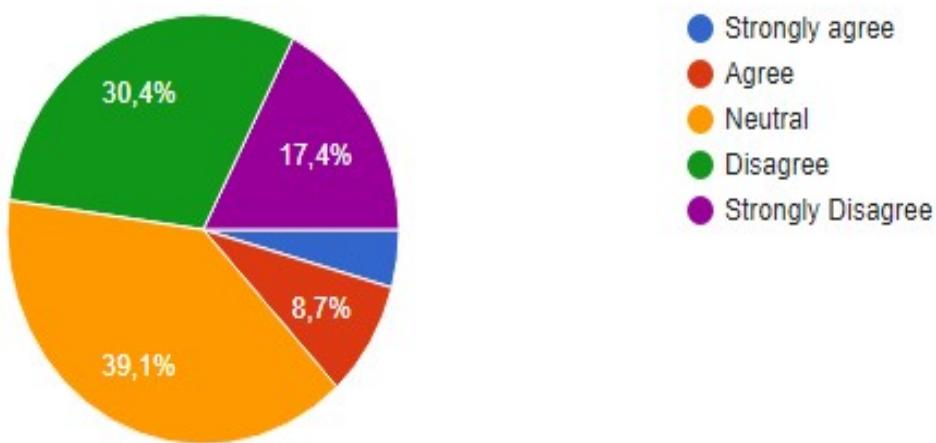


4.5 Attitudes towards low performance

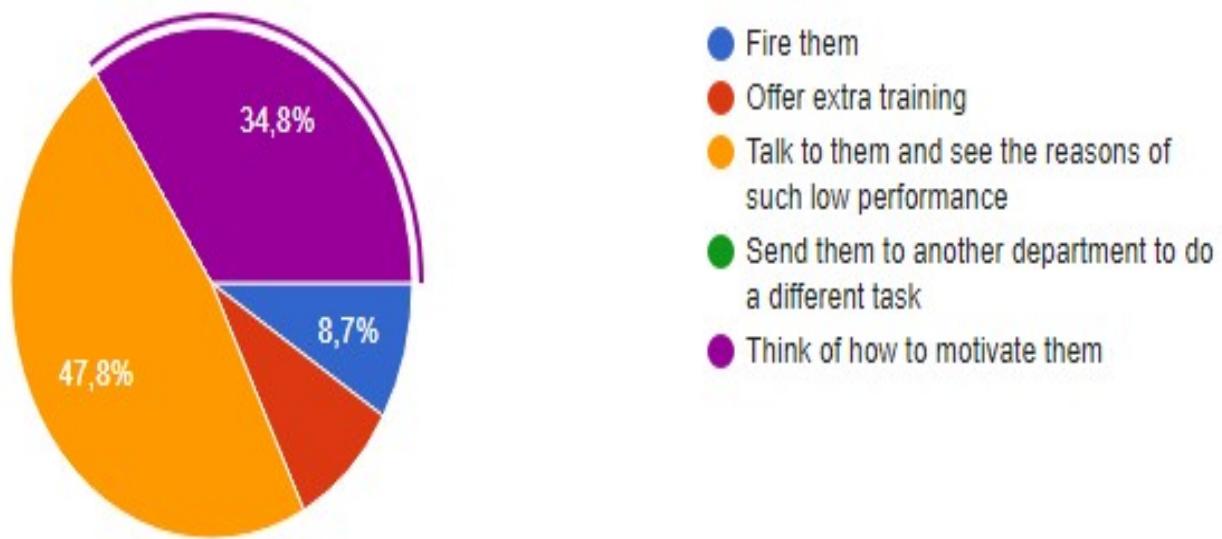
It is common knowledge that low performance results from miscellaneous causes. People are born different and have different personalities. Some examples of these workers include lazy, demotivated, late-comers, and many others. As a

consequence, for some reasons people's performance might not be as expected. When asked about their attitude towards low performers, the respondents expressed various points of view. For instance, as graph 4 illustrates, about 30% disagree and 17.4% strongly disagree with the statement saying that if a worker's performance is not satisfactory, they should be fired. Only 13% think that underperformers should be fired. The remaining number of the participants has a neutral view on this statement.

Being given the same question but this time changing roles from a call center agent to a manager, the respondents gave other options on how to deal with low performance. As graph 5 below shows, nearly 48% argue that they would talk to those whose performance is unsatisfactory and determine the reasons of such low performance compared to nearly 35% who claim they would think of ways to motivate the low performers. Offering extra training was among the options that 8.7% of the participants chose while the same percentage of the respondents said they would fire them.



Graph 4
"If a worker's performance is not satisfactory, he should be fired"



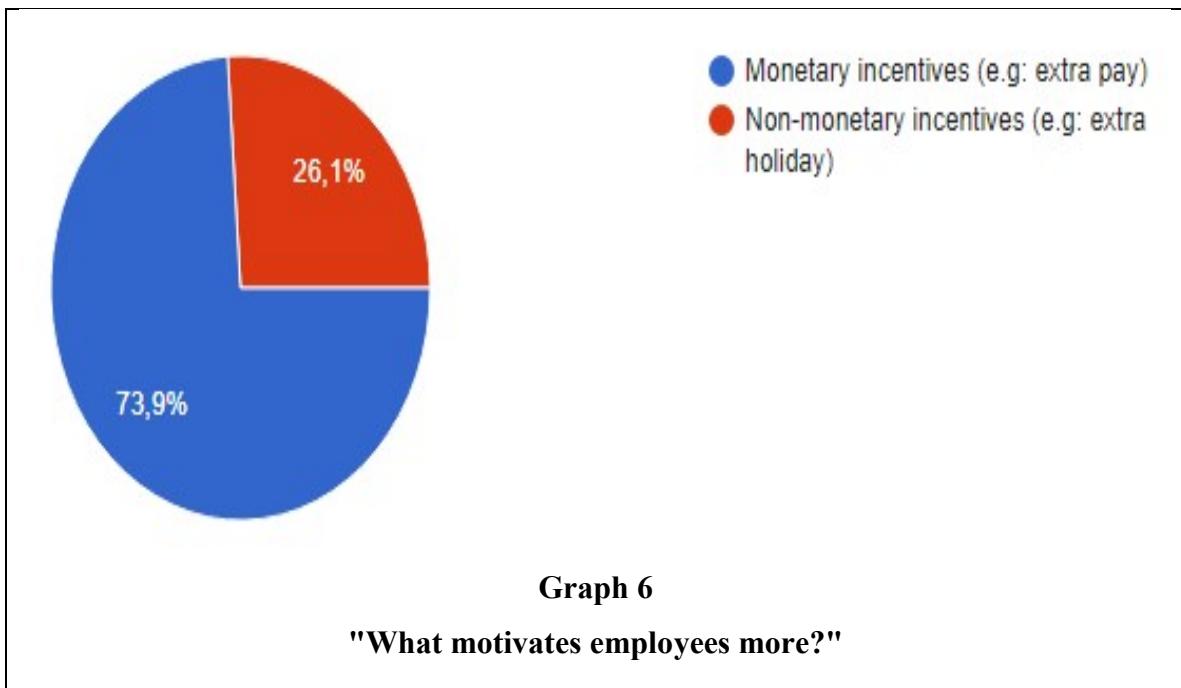
Graph 5

"As a manager, what would you do if a worker's performance was not satisfactory?"

What we can draw from these figures is that communication is key to solving any kind of conflict in the workplace, and henceforth helps a lot in motivating people to do better in their jobs.

4.6 Attitudes towards motivational factors

As hypothesised prior to carrying out this research, motivators that take the form of money make the best way of motivation. As graph 6 below illustrates, results show that almost three fourths of the respondents believe that monetary incentives such as extra pay are better motivators whereas only one fourth say that non-monetary incentives such extra holiday can be better in terms of boosting employees' morale.

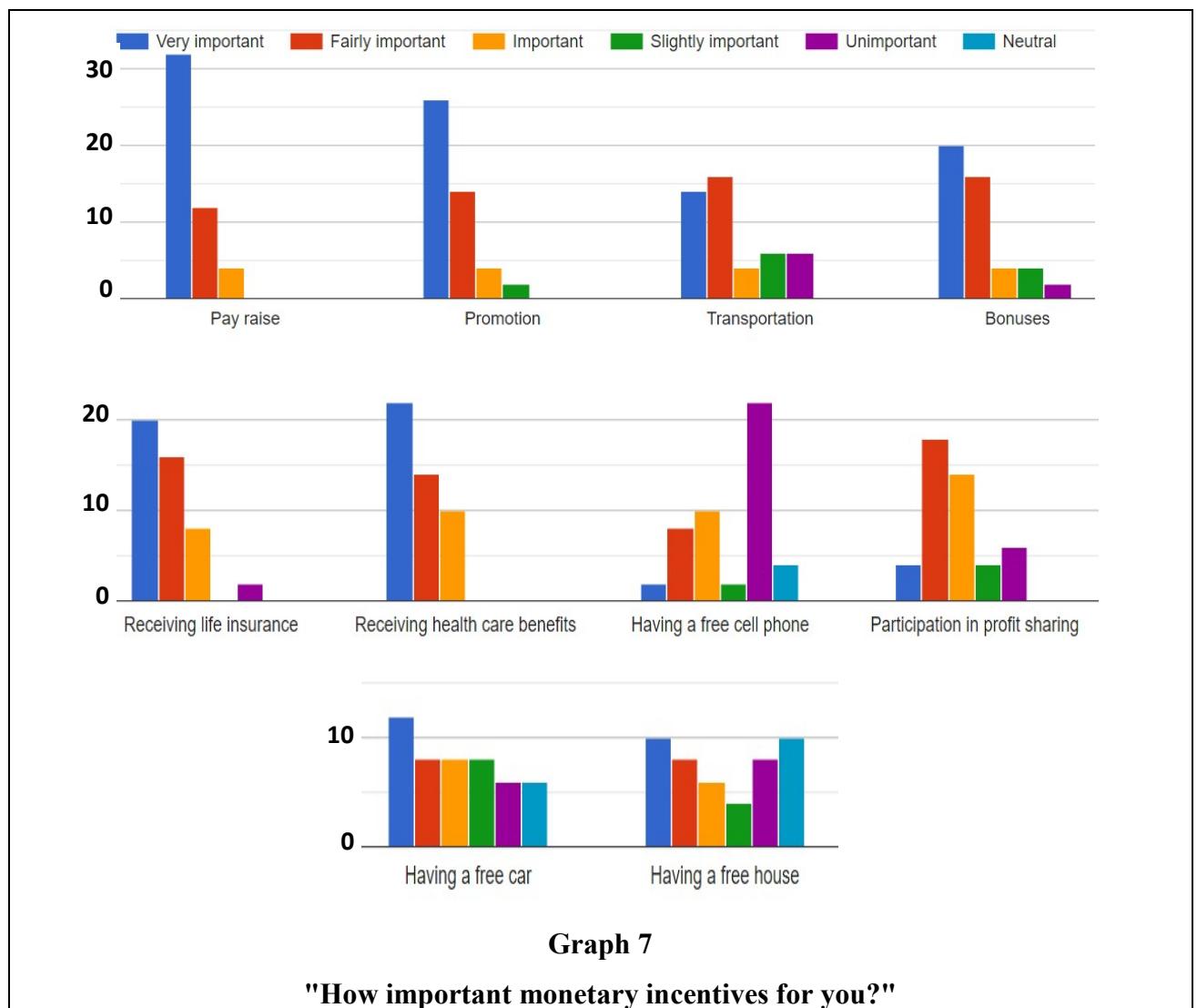


4.7 Monetary factors

Though monetary factors vary and take different forms, they all involve receiving something in the form of money that would make you happy and willing to excel in your work. The respondents to the questionnaire mentioned several kinds of monetary incentives that they prefer and / or have received before. For instance, around 90 % like extra pay and bonuses while the remaining 10 % like other forms of monetary incentives such as paying part of the expenses of their holiday, food, telephone, housing as well as car gasoline.

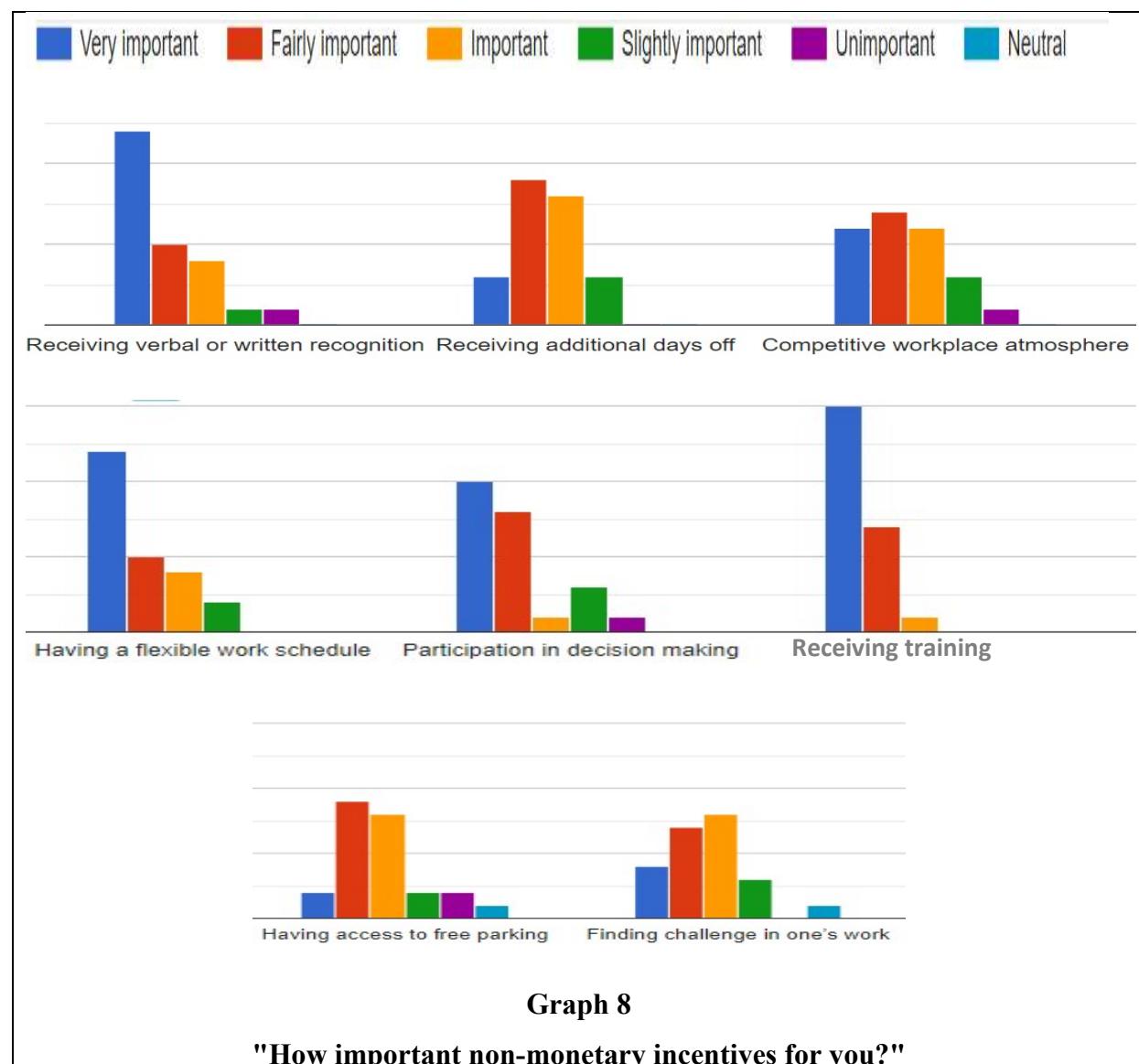
Another point in this regard is that all the respondents mentioned that they usually receive extra money and promotion to higher positions, and sometimes gifts from their employer as a result of providing good performance. According to them, this creates a competitive work environment where workers try their best to keep their performance as high as possible.

Graph 7 below gives a clearer image on how the respondents see the monetary incentives ranging from most to least important. Having a close look at the figures gives us insightful understanding on how every incentive is important. Pay raise comes at the top of all the other incentives as all the answers ranged between very important, fairly important and important. Promotion comes in the second position followed by transportation as the third preferred monetary factor. Receiving bonuses, life insurance and health care benefits come at the fourth position with slightly different rates. However, motivators such as receiving a free car or a cell-phone do not hold much appeal to respondents in the same way the other ones do.



4.8 Non-monetary factors

Despite the fact that non-monetary factors did not receive as much value as monetary ones did from the respondents, they do have significant utility in boosting workers morale. The figures in graph 7 show how important non-monetary motivational factors for workers. For example, receiving professional development training comes at the top of the desired non-monetary factors. Receiving verbal and written recognition, having flexible work schedule and participation in decision making are important factors, too, as they come in the second position with high rates. The remaining factors include having access to competitive workplace atmosphere and free parking as well as finding challenge in one's work with slightly different rates. Therefore, as stated earlier, non-monetary factors remains indispensable in the field of motivating workers which has a strong impact on productivity in the end.



4.9 Actions that motivate or demotivate employees

Being given certain situations and asked how they would affect their motivation in the workplace, the respondents tend to have various opinions which may be explained by their experience, expectations, as well as what they are like as a person. So for example, around 70% of the participants tend to get highly motivated when expected to take responsibility for tasks. Other situations that enhance workers motivation include having to train a new member of staff and being assigned to work with a newly hired person. However, actions such as being moved to another department without pre-notice tend to reduce workers' motivation to a large extent.

CHAPTER V

GENERAL

CONCLUSION

GENERAL CONCLUSION

The main purpose of this research project is to gain more insight on how employees are motivated to do their best in the workplace. Assuming that both monetary and non-monetary incentives tend to urge workers to be more productive, the present research paper dealt mainly with the following questions:

- a) What really motivates employees?
- b) What are the monetary factors that motivate people at work?
- c) What are the non-monetary factors that motivate people at work?
- d) Which is more important for employees: monetary factors or non-monetary factors?

To answer the aforementioned questions, a questionnaire was designed with questions that target the areas related to the main purpose of this study. It was then sent to Call Center agents via email. This means that all the data was gathered electronically. Once the data was fully collected, it was then interpreted and presented in the findings chapter.

As was expected, the results achieved from the data analysis confirmed what was hypothesized. In other words, motivating workers through monetary and non-monetary incentives is primordial. It is so because it keeps people focused, driven and happy to carry out all the assigned tasks. This study enabled me to have a clearer image on employees' attitudes towards what incentives are more effective than others. Factors such as pay, bonuses as well as recognition come at the top of the incentives according

to the research results. Therefore, non-monetary factors should not be ignored and marginalized. On the other hand, they must be used as a tool to support monetary motivators.

The significance of this work lies in making both workers and business managers aware of the significance of motivation in the workplace. Henceforth, motivation should be given priority as an essential factor that affects production. Also, determining which tools and factors precisely to use might not be an easy task. It all needs listening to people, talking to them, making some research about what works best when it comes to motivating employees both as a team and individually. Research has shown that motivation takes place when there is a combination of both monetary and non-monetary incentives though with different proportions. Successful business managers have usually linked reward and motivation to the labour productivity outcomes. They increase and decrease together. Another key factor in this issue is that employees should be aware of the influence of motivation both on them and on their productivity which in the end benefits both the business and workers.

While conducting this research, certain obstacles have been encountered which influenced the pace in which this study was conducted as well as the quality of the whole work in general. First of all, having to observe the COVID-19 lockdown and confinement rules prevented me from having access to different resources and reference books that might exist in the library. Also, not being able to go out and meet, in person, the people who responded to my questionnaire represented another barrier which could be overcome in normal life situations. Finally, time constraints represented a very crucial limitation to the accomplishment of this work. Without

these limitations, this research paper would have been better in terms of style, content and overall quality.

Since motivation is such an intrinsic part of people's everyday lives, its study and analysis is worthwhile. Hence, there are different ways to go if one is to conduct research on motivating people in the workplace. For instance, a comprehensive study would not involve workers only, but can look at the topic from various angles and perspectives. In other words, managers can be asked about how they see motivating their staff, business owners can also be involved. Another way to do research on motivation would address the negative incentives. That is to say, how people act and behave when business is facing big challenges and is likely to shut down and the employees are facing the danger of losing their jobs.

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Appendix

Questionnaire

Motivation in the workplace

Hello everybody,

My name is Nouha Halloum. I am doing a Bachelor in Business Administration at The American School of Leadership in Rabat. I would highly appreciate it if you could spend some time filling the present survey which aims at studying what motivates employees at the workplace. Thank you very much.

1. To what extent do you agree with the following statement : "Motivating workers is necessary" *

Une seule réponse possible.

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

2. To what extent do you agree with the following statement : "Motivation has a strong impact on employees' productivity" *

Une seule réponse possible.

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

3. To what extent do you agree with the following statement : "Motivation triggers employees' creativity" *

Une seule réponse possible.

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

4. To what extent do you agree with the following statement : "If a worker's performance is not satisfactory, he should be fired" *

Une seule réponse possible.

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

5. As a manager, what would you do if a worker's performance was not satisfactory? (Please tick as many options as you wish) *

Une seule réponse possible.

- Fire them
- Offer extra training
- Talk to them and see the reasons of such low performance
- Send them to another department to do a different task
- Think of how to motivate them

6. What motivates employees more ? *

Une seule réponse possible.

- Monetary incentives (e.g: extra pay)
- Non-monetary incentives (e.g: extra holiday)

7. Which monetary incentives do you like? *

8. Which monetary incentives have you received before? *

9. Which non-monetary incentives do you like? *

10. Which non-monetary incentives have you received before? *

11. Rank the following monetary incentives (direct and indirect) from most to least important *

Plusieurs réponses possibles.

	Very important	Fairly important	Important	Slightly important	Unimportant	Neutral
Pay raise	<input type="checkbox"/>					
Promotion	<input type="checkbox"/>					
Transportation	<input type="checkbox"/>					
Bonuses	<input type="checkbox"/>					
Receiving life insurance	<input type="checkbox"/>					
Receiving health care benefits	<input type="checkbox"/>					
Having a free cell phone	<input type="checkbox"/>					
Participation in profit sharing	<input type="checkbox"/>					
Having a free car	<input type="checkbox"/>					
Having a free house	<input type="checkbox"/>					

12. Rank the following non-monetary incentives from most to least important *

Plusieurs réponses possibles.

	Very important	Fairly important	Important	Slightly important	Unimportant	Neutral
Receiving verbal or written recognition	<input type="checkbox"/>					
Receiving additional days off	<input type="checkbox"/>					
Competitive workplace atmosphere	<input type="checkbox"/>					
Having a flexible work schedule	<input type="checkbox"/>					
Participation in decision making	<input type="checkbox"/>					
Receiving professional development training	<input type="checkbox"/>					
Having access to free parking	<input type="checkbox"/>					
Finding challenge in one's work	<input type="checkbox"/>					

13. Observing your coworkers, in your current or a past job, describe what actions, interactions, and encouragement motivated their best performance *

14. Rate each statement in relation to how it would affect your motivation to work *

Une seule réponse possible par ligne.

	Greatly reduces my motivation to work	Tends to reduce my motivation to work	Has no effect on my motivation to work	Tends to increase my motivation to work	Greatly increases my motivation to work
Being expected to take responsibility for tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having to train a new member of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being assigned to work with a newly hired person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being moved to another department without pre- notice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Overview of Teleperformance Call Center

Teleperformance is a global provider of customer experience management in terms of revenue and global scale. We are the industry leader in security and our management has over 30 years of experience working with the most successful companies worldwide. With the strongest financial profile in the contact center space, Teleperformance's leadership is unparalleled. Teleperformance was founded in 1978 in Paris, France and our U.S. based operations, headquartered in Holladay, Utah, were founded in 1993. Since then, expansion has been fueled by organic growth through additional volume awards by satisfied clients, and through acquisitions. Our combined financial strength, expertise, proven processes, and technology enhance the services and value we deliver to our customers and position us well to partner with clients around the globe. (Source: www.worldtelecontact.com)