

## **The Relationship between the Level of Motivation and the Level of Job Satisfaction of the Call Center Agents of Medialink Contact Solutions, Inc.: Basis of a Proposed Enhancement Program**

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### **Abstract**

*The problems encountered by Medialink Contact Solutions, Inc. inspired the researcher, being the Quality Assurance Director of the company, to conduct the study. The unsolved issues on performance and attrition rate have greatly affected the company in realizing continued success. The study found out the level of motivation and the level of job satisfaction of call center agents, which gave solutions in the improvement of the call center operations of the company through a proposed enhancement program. The result of the study showed that the respondents are generally motivated and satisfied. The level of motivation and the level of job satisfaction of the respondents when grouped according to profile resulted to no significance. In addition, it shows that there is a substantial correlation between the level of motivation and the level of job satisfaction of the respondents. The "Comprehensive Company Enhancement Program for Medialink Contact Solutions, Inc." was proposed based on the outcome of study. It was concluded that the said proposed enhancement program holds the key in the improvement of the level of motivation and the level of job satisfaction of the respondents. The company should review, implement and evaluate the proposed enhancement program for its continued success.*

### **Introduction**

Medialink Contact Solutions, Inc. is an outbound call center company in the Philippines. Since inception the company faced some challenges, which include employee retention and consistency on the performance of the agents. Just like any other companies, regular management meetings are held to improve its operations. Consistency on the performance or productivity of the call center agents and attrition rate has always been a difficult puzzle to solve for the management team.

As the Quality Assurance Director of the company, the researcher is determined to contribute to the continued success of the company by offering solutions not only to the problems on productivity and attrition rate, but also to other issues related to motivation and job satisfaction of the employees that hinder company success. This determination moved the researcher to conduct this study and proposed a company enhancement program that will result continued success for the company.

The researcher conducted the study to find out the level of motivation and the level job satisfaction of the call center agents and ultimately give solutions through a proposed enhancement program, to the challenges encountered by the company for the improvement of its call center operations.

The researcher used the motivational theory of Frederick Herzberg which is the Two Factor Theory in the administration of the study. The researcher found out the level of motivation and the level of satisfaction of the respondents using the following variables highlighted in Herzberg's Theory, namely: company policy, supervision, interpersonal relations, working conditions, salary, security, achievement, recognition, work itself, responsibility, advancement, and growth.

### **Statement of the Problem**

The main thrust of the study was to find out the relationship between the level of motivation and the level of job satisfaction of the call center agents of Medialink Contact Solutions, Inc. as a basis for a proposed comprehensive company enhancement program.

Specifically, it sought answers to the following:

1. What is the profile of the respondents in terms of:
  - 1.1 Age
  - 1.2 Gender
  - 1.3 Civil Status
  - 1.4 Highest Educational Attainment
  - 1.5 Length of Service
  - 1.6 Gross Monthly Salary?
2. What is the level of motivation of the respondents in terms of:
  - 2.1 Maintenance factors
    - 2.1.1 Company Policy
    - 2.1.2 Supervision
    - 2.1.3 Interpersonal Relations
    - 2.1.4 Working Conditions
    - 2.1.5 Salary
    - 2.1.6 Security
  - 2.2 Motivational Factors
    - 2.2.1 Achievement
    - 2.2.2 Recognition
    - 2.2.3 Work Itself
    - 2.2.4 Responsibility
    - 2.2.5 Advancement
    - 2.2.6 Growth?
3. How do the levels of motivation of the respondents compare when grouped according to:
  - 3.1 Age
  - 3.2 Gender
  - 3.3 Civil Status
  - 3.4 Highest Educational Attainment
  - 3.5 Length of Service
  - 3.6 Gross Monthly Salary?
4. What is the level of job satisfaction of the respondents in terms of:
  - 4.1 Maintenance Factors
    - 4.1.1 Company Policy
    - 4.1.2 Supervision
    - 4.1.3 Interpersonal Relations
    - 4.1.4 Working Conditions
    - 4.1.5 Salary
    - 4.1.6 Security
  - 4.2 Motivational Factors
    - 4.2.1 Achievement
    - 4.2.2 Recognition
    - 4.2.3 Work Itself
    - 4.2.4 Responsibility
    - 4.2.5 Advancement
    - 4.2.6 Growth?
5. How do the levels of job satisfaction of the respondents compare when grouped according to:
  - 5.1 Age
  - 5.2 Gender
  - 5.3 Civil Status
  - 5.4 Highest Educational Attainment
  - 5.5 Length of Service
  - 5.6 Gross Monthly Salary?

6. How does the level of motivation of the respondents relate with their level of job satisfaction as regards the aforementioned variables?

7. What comprehensive company enhancement program may be proposed?

### ***Materials and Methods***

The researcher used the descriptive method of research in order to have a better presentation of the level of motivation and the level of job satisfaction of the call center agents of Medialink Contact Solutions, Inc. A researcher-made questionnaire was used to gather data from the respondents. It was pre-tested to ten (10) respondents to verify its validity and reliability prior to its distribution. In addition, it was referred to an expert prior to its distribution for comments, suggestions and for its betterment. The researcher was able to gather data from 100 percent of the total respondents of the study.

The researcher used the following in the statistical treatment of data, Likert Scale, Percentage, Mean, Standard Deviation, t-test, Analysis of Variance (ANOVA), Pearson r Correlation Coefficient. The data were submitted and processed at the Center for Data Analysis and Evaluation of Centro Escolar University.

### ***Results and Discussion***

#### **1. Profile of the Respondents**

Most of the respondents are between 20 to 29 years old with 155 responses out of 212, comprising the 73.1 percent of the total number of respondents. This is attributed to the level of stamina of the young who can handle the rigors of grave yard shift. The respondents are mostly female with 125 responses or 59 percent, while there are only 87 male or 41 percent. This may be attributed to the nature of women who are more patient than male counterparts. Most of them are single with 171 responses or 80.7 percent. This means they may have lesser home and family responsibilities, and may not be as hardworking as those who are married and widow/er. Generally, the highest educational attainment of the respondents is college degree with 197 responses or 92.9 percent. Although their college degrees may not be in line with selling or marketing, this means they are capable of performing the tasks for the job. Most of them have been with the company for six (6) months and below with one hundred twenty-one (121) responses or 57.1 percent. This means that they may not be as committed and efficient compared to those who have stayed longer. Most of the respondents are receiving a salary of between Php 11,001 to Php19,000 monthly. Their gross monthly salary is above the minimum wage.

#### **2. Level of Motivation of the Respondents**

The levels of motivation of the respondents in terms of the selected factors were all “Motivated.” The factor with the highest overall mean is achievement with 1.7113 followed by responsibility, growth, interpersonal relations, supervision, work itself, advancement, company policy, recognition, salary and the lowest is working conditions with 2.4507 overall mean.

#### **3. Level of Motivation when grouped according to Profile**

When the Levels of Motivation were grouped according to Age, Gender, Civil Status, Highest Educational Attainment, Length of Service and Monthly Salary, the general result was “No Significance.”

#### **4. Level of Job Satisfaction of the Respondents**

The levels of job satisfaction of the respondents in terms of the selected factors were generally “Satisfied”, except for working conditions where the result is “Minimally Satisfied.” The factor with the highest overall mean is growth with 1.8785 followed by interpersonal relations, supervision, work itself, responsibility, advancement, salary, achievement, security, recognition, company policy and the lowest is working conditions with 2.5332 overall mean.

#### **5. Level of Job Satisfaction when grouped according to Profile**

When the Levels of Job Satisfaction were grouped according to Age, Gender, Civil Status, Highest Educational Attainment, Length of Service and Monthly Salary, the general result was “No Significance.”

#### **6. Correlation between the Level of Motivation and the Level of Job Satisfaction of the Respondents**

The result on the correlation between the level of motivation and the level of job satisfaction is mostly “Substantial Correlation.” There were only a few marked correlation and low correlation.

The rate on substantial correlation ranges from 0.408 to 0.605, while the rate on marked correlation ranges from 0.612 to 0.748, and the rate on low correlation ranges from 0.252 to 0.384.

## **7. Proposed Enhancement Program**

The “Comprehensive Company Enhancement Program for Medialink Contact Solutions, Inc.” was proposed based on the study. It includes the following:

### **7.1 Comprehensive Skills Training**

The Training Department’s curriculum should include the topics below. This will improve productivity, motivation and job satisfaction of the agents. The additional topics will improve the competence of the agents in selling. They will have better skills, which will keep them motivated and productive, thus ensuring their job satisfaction.

#### **7.1.1 Types of Customers**

It deals with the assessment of customers in order to know the perfect approach and to have greater chances of closing the sales. The four types of customers are: Price Conscious Customers, Need-based Customers, Impulsive Buyers and Window Shoppers.

The Price Conscious Customers are those customers who buy products based on the affordability and discounts that they can get. With these types of customers, agents should give reasonable discounts and freebies if possible, explain the features and benefits of the product to justify its reasonable price and charges, and charges must not be repeated often.

The Need-based Customers are those customers who buy products based on its necessity and usefulness. With these types of customers, agents should discuss the features and benefits of the product well, always create a need, site some customer testimonials, give some realistic and concrete examples of the usefulness of the product and flexibility of the product in terms of usefulness must be highlighted.

The Impulsive Buyers are those customers who decide and buy products instantly. With these types of customers, agents should make the sales presentation short and simple, and must always be closing.

The Window Shoppers are those customers who are just looking around for products that may interest them. With these types of customers, agents should discuss the features and benefits of the product well, create a need, build good rapport and get customers’ commitment, site some customer testimonials, give some realistic and concrete examples of the usefulness of the product, and must always be closing.

#### **7.1.2 Communication Skills**

Agents must communicate effectively to customers. Selling is not an easy job, especially if it is done over the phone. In telemarketing the customers do not see the sellers and their products. Everything is explained and described over the phone. Thus, the importance of communication skills is vital.

Communication skills training may be enhanced by adding a grammar and tenses lessons on the training module. The basic subject and verb agreement must be tackled to refresh the agents with their basic English knowledge. Accent neutralization and correct pronunciation must be included on the communication skills training. Reading aloud and tongue twister exercises will help the agents to pronounce words correctly and neutralize their accents. The tone, volume and pacing should also be included. The agents should be thought on how to modulate their voices to improve the quality of their voice and how to keep at pace with customers.

Lessons on empathy, sympathy and courtesy should also be included on the communication skills training. The agents should know when and how to empathize, sympathize and be courteous to customers. In addition, the importance of rapport building must be discussed.

### **7.2 Monitoring of Learning Curve and Metrics**

Every new employee has his or her learning curve. Perfection is not achieved over night. Proper monitoring of learning curve will help the agents perfect their jobs step by step. In addition, proper monitoring of their metrics will help the agents asses the things that they need to improve on.

Twice a week monitoring and coaching for two weeks after training must be accomplished by the trainers before they full endorse the agents to their respective team leaders.

### **7.3 Regular Recurrent Trainings**

Regular updates about the products and campaign specifics must be rolled out often. New learning on how to improve skills and job performance must be thought once in a while. Trainers or managers should conduct a recurrent training at least once a month, or more depending on the case.

### **7.4 Individual Action Plans and Monitoring of Improvements**

The supervisors must effectively guide their subordinates. It is important to let the agents know their strengths and weaknesses. They should be advised on how to maintain their strengths and improve their weaknesses on a regular basis. The team leaders should coach their agents, one on one at least once a week.

### **7.5 Department Head Focus Group Discussion**

Concern for the agents can be shown through a Focus Group Discussion. Casual talks with a department head will make the agents feel that they are important. Addressing the needs and concerns of the agents will somehow help improve their level of motivation and their level of job satisfaction to ultimately increase their productivity. Every department head must facilitate a Focus Group Discussion at least every six months, to find out the needs and concern of the agents with his or her department.

### **7.6 Facilities Improvement Plan**

Good facilities will help the agents work better and improve their productivity. The study showed that the lowest level of motivation and the lowest level of job satisfaction are on working conditions. In this regard, daily testing of equipment must be added on the daily maintenance done by the concerned department. In order to avoid down time due to malfunctioning equipment, everything must be tested first before production hours. A specific life span of equipment must be set. Equipment must be replaced regularly due to their wear and tear. Redecorating the office once in a while may also be done to keep an enthusiastic or conducive ambiance for work.

### **7.7 Regular Company Events**

Acknowledge the efforts of the employees regularly. Reward those who exceeded the company expectations. Practice corporate social responsibility and bond with one another regularly. Awarding of best agents must be done monthly. A sports fest to promote agents and management bonding may be scheduled twice a year. An outreach program to practice corporate social responsibility done once a year should include not only the management team, but the agents as well. Team building to promote team bonding may be done every quarter.

### **7.8 Self-Motivation**

Motivation starts from one's self. The following are some tips to keep motivated: positive thoughts, be confident, maintain focus, set a specific goal, and have a role model or mentor. Think positive and bear in mind that nothing is impossible, be confident and do not be afraid to sell, focus on the job, have a realistic goal to achieve or a path set as guidance, and look up to someone and follow his or her steps or accomplishments.

### **7.9 Maintain Job Satisfaction**

Job Satisfaction starts from one's self. The following are some tips to keep satisfied with the job: challenge one's self, be flexible, treat every day as a learning experience, have friends and have fun, and prioritize. Never stop from exploring one's limitations to avoid boredom, adapt to changes and accept them positively, learn from everyday's experience whether it is good or bad, bond with co-workers and always be happy, and prioritize the tasks and complete them one by one.

### **7.10 Continuous Learning**

Learning is one important thing that both the company and employees will benefit from. Alternative and innovative ways of learning will help the employees improve their productivity and their personal lives. An internal e-Learning site for all employees may be developed where the lessons or modules are posted online. It is accessible to everyone for easy and self-learning, a process similar to online universities. The company should also consider sponsored studies and trainings or seminars not only for management but for all agents as well. Studies and trainings or seminars may be done internally or externally through universities or external parties or companies.

The purpose of this Comprehensive Company Enhancement Program is to improve the existing programs of the company. It should be able to help the company increase the level of motivation and the level of job satisfaction of the call center agents. Above all, it should be able to help the call center agents be more productive and the company to be more successful.

### ***Conclusions and Recommendations***

Based on the findings of the study it was concluded that there is a “Significant Correlation” between the level of motivation and the level of job satisfaction. In addition, “The Proposed Comprehensive Company Enhancement Program” holds the key in the improvement of the level of motivation and the level of job satisfaction of the call center agents of Medialink Contact Solutions, Inc.

The researcher had several recommendations to the management of Medialink Contact Solutions, Inc. and to future researchers. First, the findings of the study may be used as a basis to further increase the level of motivation and the level of job satisfaction of the call center agents. Second, the working conditions must be evaluated to determine areas for improvement. Continuous and regular evaluation of the existing policies, programs, facilities and management may be done to maintain and increase the level of motivation and the level of job satisfaction of the call center agents. The third recommendation is to review, implement and evaluate “The Proposed Comprehensive Company Enhancement Program” for the continuous improvement of Medialink Contact Solutions, Inc. Finally, for other researchers to conduct a follow up study to validate and verify the gathered findings.

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