A STUDY ON MOTIVATION AND METHODS FOR ACCURATELY MEASURING EMPLOYEE PRODUCTIVITY

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ABSTRACT

With the emergence of concept of enhanced profits within existing setup, it is mandatory to study the impact of employee productivity analysis on the Service Quality. Now a days this analysis is becoming an integral part of every industry especially Service Related, employee productivity analysis is playing a vital role while judging the Profitability of business as well as Services to be offered. This paper discussed the Positive as well as Negative Impacts of Employee Productivity Analysis on Service Quality and also discusses the tips of motivation, stress management and cost reduction. I also discuss in vital concepts and application of recent methods of measurement of employee productivity.

KEYWORDS*: Employee Productivity, Service Quality and Employee Relations, Stress Management.*
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Introduction

In today's competitive world, the key to success in any business relies on customer satisfaction. As a result, servicing customer needs has become a priority for many organizations. Employers need to understand that a content and motivated employee has a higher probability of making significant contributions to the organization. It may result in new orders that are won for the organization or even new ideas for the amendment of the product. Many employees look at other benefits other than salary when moving roles.

Objectives

- Performance measures provide detailed information about worker productivity.
- To inform about a wide range of questions, such as how incentives work, how peer effects operate, or how workers accumulate human capital, performance measures can be useful.
- Reliable performance measures are needed to design appropriate contracts and improve productivity.
- Performance measures are increasingly available for low- and high-skilled jobs, as well as for jobs in the private and public sectors.

It may be beneficial if you are a large organization, to conduct a staff survey to find out personal motivations of staff before implementing a plan:

- **Encourage staff to move:** We all know the benefits of exercise and physical activity; it can help increase attention, speed and decrease stress and anxiety. To encourage staff to get active offer opportunities, such as a cycle scheme, encouraging them to go for walks and have lunch away from their desk. Offering flexible working hours can enable staff to exercise before and after work.

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- ▪ **Support healthy eating:** A well-balanced diet helps us to stay healthy and perform well at work. We are all more likely to change our habits if we are aware of the benefits.
- ▪ **Promote well-being:** Employees want a positive working environment, which promotes their wellbeing and reduces stress. This could include their workload; ensuring they are able to manage the amount of work they have, having a clearly defined role, that they know what they are responsible for and ensuring good relationships between them and their managers.
- ▪ **Create a clean workspace:** Generally people work better when less cluttered, ensure staffs have the work space they need,
- ▪ **Quit smoking:** smoking is part of routine and habit, such as a smoking break mid-morning. Find out who smokes and who wants to stop through a questionnaire. Holding an event in the office can get people on board and the support from one another can help people to quit.

Stress Managing in the Workplace

- **Speak Out**

Speak to your Manager when you feel you have too many demands or deadlines approaching. Together work out a plan of tackling your workload before it becomes too much. By speaking to your peers or colleagues, they may have ideas you had not thought of or may be able to help complete some tasks for you. Your Manager may be able to make reasonable adjustments to assist you in performing well or suggest ways to organise your workload to help. If you are stressed over staff/company changes or being bullied, talk to your Manager or an employee you can trust.

- **Have Breaks**

Take breaks at work, away from your desk. A brisk walk can really help clear your head and although may not feel like it, physical exercise can sharpen your focus and lift your mood, making tackling a stressful situation seem less daunting. Take time to eat throughout the day. Low blood sugar levels can make you feel anxious and irritable. By eating healthy and throughout the day you can keep your energy levels up and stay focused, to help you tackle your work. It may feel like you're wasting time that could be spent working, but you'll be much more productive, as well as less stressed, when you return to your desk. Many organisations offer advice and guidance on a healthy work life balance through employee assistance programmes. Speak to your HR department for advice on this.

- **Get Organized**

It is very easy to say 'yes' when asked to do something by your Manager or a colleague, but if you are taking on too much you will end up doing nothing well. Think about your current workload and use a "to do" or task list, prioritizing your tasks and how long they will take you to complete. If your workload is still too much after prioritizing your to do list then delegate responsibility. If staff changes are affecting your workload, have a meeting with your team, to work out how to share increased demands and who is best placed to handle tasks. For issues such as bullying, ensure you record when the problem happens and report each instance of it. Having everything in order, will help when speaking to HR.

- **Think Positively**

Stress can feel a lot worse by thinking negatively; you won't feel motivated or have the energy to tackle the problem. Give yourself a well done for completing tasks, however small and using your network, build relationships with positive people.

Low-Cost Ways to Keep Your Staff Motivated

Traditional methods of boosting morale, such as financial incentives or staff benefits, may be simply unachievable for an organisation already under great financial pressure. But failing to tackle these problems could lead to higher staff turnover and decreased efficiency. So how can you keep your employees happy and motivated on a budget?

- **Communicate**

Perhaps surprisingly, in times of change, the best influencer of morale is always cited as better internal communications. When staff is feeling unsettled, openness and honesty about the situation and its effects is always preferred to silence, even if the news is bad. When managers may have to cope with

a smaller workforce and increased time pressures, it can be tempting to drop regular communications, but taking the time to update employees is still vital.

It is also important that communication is a two-way process. Brainstorming or consultation meetings, or even a suggestions box, can help staff feel that their opinions are being taken into consideration. However, this process needs to be carefully managed and all suggestions need to be responded to and actions resulting from them explained, even if the idea is not feasible. Ignoring suggestions can be worse than not asking for them in the first place.

- **Reward and Recognise**

Traditional employee benefits, such as private healthcare or life insurance, can be expensive, but it is possible to reward employees on a budget. Many organisations now offer their staff access to retail discount schemes, which allow employees to purchase discounted goods at a range of high street retailers, petrol stations, supermarkets and local businesses, using paper vouchers, virtual banks or pre-pay cards. There are many companies that can set this up for you, or your organisation could create its own scheme by approaching local businesses. Your organisation could also consider offering salary sacrifice schemes, such as those for childcare, bicycles or public transport. These initiatives are not subject to tax or National Insurance, making them financially beneficial to both you and your employees.

- **Train and Develop**

Offering training and learning and development opportunities is one of the best ways to keep your staff engaged, as they continue to grow and develop. These do not have to be expensive events using external professionals. Make effective use of your internal resources – encouraging your best staff to coach or mentor others is motivating for both parties.

- **Control Your Environment**

People that are happy within their working environment will work far more effectively and happily than those who are uncomfortable: it therefore makes sense to consider certain aspects of your employees workspace quite carefully. However, you don't need to spend huge amounts of money on interior decoration to improve your environment.

Measurement of Employees Productivities

Measuring your employees' effectiveness is an important part of managing a team, and ensures your organisation is running at its most productive. When deciding which metrics to use, it's worth bearing a couple of things in mind. Firstly, ask your employees how they measure their performance. They have the best knowledge about their role and what success looks like, and allowing them input into the metric used gives them ownership of the measurement process. Try to use a combination of objective (measurable numbers) and subjective (rating by a manager) measurements, and make sure you cover the whole of their role, to give you the full picture of how they are performing.

Methods of Measurement

No matter what kind of products or services your business offers, it's important to measure employee productivity, and to measure it as accurately as possible. Ensuring productivity in the workplace can be challenging. A 2013 Gallup survey revealed that 70 percent of U.S. workers are disengaged from their workday. Distracted by smart phones, social media, personal emails and the demands of their personal lives, most employees find it hard to focus consistently and produce the best work they can. This lack of interest and involvement often leads to low or mediocre productivity. Accurately measuring your employees' productivity is one clear way to gain insight into how skilled, engaged and productive your employees really are.

Creating High Expectations

Taking accurate productivity measurements can mean more than simply counting the number of products made or sold, or services performed. A toy factory worker might produce 100 toys each day. But if most of those toys are defective and unsellable, that employee's productivity level is not very high, and both work time and materials are being wasted. When you measure your employees' productivity and discuss your findings with them, you're letting them know that you expect them to care about their work, perform it as well as they can, and work toward achieving individual goals that are aligned with company goals. In addition to revealing how individual employees are performing, these measurements can also reveal where the work flow gets slowed down or stopped due to equipment breakdowns, inefficient processes, poor job training, or lack of communication, among other problems. When used correctly,

accurate productivity measurements can also reveal how well your business is progressing towards its goals and targets.

What are Your Business Goals?

What are your company's short and long-term goals? Are you looking to increase profits, innovation or efficiency? Tap into new markets and find new customers? Increase customer retention levels? Studies have shown that employees who are able to see a direct connection between their productivity and company goals are far happier and therefore more productive-than those who don't see how their work affects company goals. Whatever your business goals, it's important to make them clear to employees. It's also important to find the methods of measurement that reveal how well employee output is bringing you closer to your business goals.

What Drives Your Business?

Before you can choose the most accurate productivity methods for your business, identify your key performance indicators (KPIs). These are your drivers-the profit-making, reputation-making parts of your organization. Your KPIs must spring directly from your business's biggest goals, and must relate only to those aspects of your business that you have some control over. If your store sells umbrellas in a very dry part of the country, the weather is not a KPI for you, because you have no control over it. Because you do have control over your inventory, sales for items such as sunglasses can be considered a KPI.

Choosing the Right Methods

Most employees perform several tasks, some of which will be easier to measure than others. When determining how profitable an employee's actions are, include factors that affect those profits, such as the cost of overtime, annual turnover rates, and overall job satisfaction. Be open to different approaches, and be willing to try different methods at different times, to see which reveal the most accurate data, and reveal what's most important in terms of your business goals. Here are seven top methods for accurately measuring employee productivity:

- **Method 1: Management by Objectives**

To use the management by objectives method accurately, you must measure productivity in ways that reveal how well an employee's output is contributing to your company's goals and targets. For this to work correctly, employees must first be given clear, individual productivity goals to work toward, as well as all the tools and information they need to meet those goals. If your goal is to increase customer retention by 25 percent over the next year, you'll need to decide what kind of training and incentives you'll use to ensure employees are ready to help you achieve that goal.

- **Method 2: Measuring Productivity Quantitatively**

The quantitative method measures productivity by the number of parts or products an employed produces in a particular period of time, such as per hour, day or month. This method works very well for small businesses, but even if you're managing large groups, this kind of performance measurement is simple and time-saving. Productivity can be quickly calculated with productivity software or on a spreadsheet, revealing the number of products an employee produces or contributes to in a given time period. Those numbers are then averaged out to reveal productivity gains or losses over time.

- **Method 3: 360 Degree Feedback**

The 360 degree feedback method uses the feedback and comments of co-workers to measure productivity. This method can only be used if the employees in your organization interact with one another a great deal. This measurement requires that the employee's productivity be evaluated by everyone they work or interact with daily, including those on, above and below their job level. All evaluators must know and understand their co-worker's overall role and function, daily work duties, professional credentials and communication skills.

- **Method 4: Measuring Sales Productivity**

It can be challenging to measure a sales representative's productivity with complete accuracy. There are many factors that affect a salesperson's output.

- **Method 5: Measuring Service Productivity**

Though measuring service productivity can be more challenging than measuring product output, accurate measurements can still be created. Some service businesses measure productivity by counting the number of tasks performed or the number of customers served in a day or an hour. Method 6:

Measuring Time Management Productivity The time management method determines employee productivity by recording how they use their work time. Accurate measurement will reveal how much time is spent on accomplishing work duties in a timely way, as well as how much time is lost to illness or excessive time off, non-work-related conversations, and distractions such as texting and social media. Though this method can help employees and managers set goals for reducing time losses, the bigger your business gets, the harder it can be to accurately measure the time management of individual employees.

- **Method 7: Measuring Productivity by Profit**

Profit can be used as an effective tool for measuring team productivity. In fact, measuring productivity purely in terms of profit gained is becoming the preferred type of measurement for many small to mid-size businesses. Rather than getting involved with data that tracks individual employee movements, measuring by profits involves watching only the bottom line. Only higher level functions are closely watched. This method ensures that productivity measurements don't keep employees from working creatively or take a great deal of management's time. As business consultant Roger Bryan of RCBryan & Associates says, "Watch the money and everything will fall in line."

Conclusion

The approach of knowing how to measure employee productivity is changing across industries. For some businesses, labor and material have taken a back seat to the use of technology to complete tasks. At the end of the work day, it is more about understanding the key drivers that boost productivity. Delays, unrealistic expectations and lack of employee engagement all factor into processes that can hinder a productive workforce. Further, use of boilerplate methods or processes is soon overrun by individual business objectives and perspectives. Ultimately, changing expectations of productivity requires overcoming the challenge to prove the value of how each employee's efforts align with their employer.

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