

OPERATIONAL REFORMS AND EMPLOYEE SUSTAINABILITY OF GO FOR CUSTOMER PVT LTD

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In 2018, Go for Customers Private Limited, based in Lahore, Pakistan, provided crucial administrative, operational, financial, and human resource services to the renowned United Kingdom security firm, 360 Alert Security. Despite its significant contributions, the Admin Department faced a daunting challenge with a staggering turnover rate of 15 employees within the year. Recognizing the urgency to rectify this issue, Zahra, a new member of the HR Department joins end of 2019 undertook a comprehensive analysis to identify the root causes and propose effective solutions.

As a premier English language-based outsourcing firm, we proudly hold the distinction of being the world's most cost-effective provider. Our core competency lies in expertly managing customer care services and back-office processes, specifically tailored for global leaders in the realms of technical support, telecom, and helpdesk solutions. With an unwavering commitment to excellence, we harness the power of world-class human resources, maintain a robust management focus, operate dedicated business units, and uphold a comprehensive financial platform. Our relentless dedication to client satisfaction positions us as the unrivaled industry leader in our nation, continually solidifying our standing in the global outsourcing landscape.

This positioning highlights several key strengths

The strategic positioning of your company as the most cost-effective English language-based outsourcing firm is a significant advantage in a highly competitive market, where clients prioritize efficiency and cost savings. The specialization in customer care services and back-office processes, particularly within technical support, telecom, and helpdesk domains, showcases a distinctive expertise that can be particularly attractive to clients seeking providers with in-depth knowledge and experience in their specific industry. One of the standout features of your company lies in its emphasis on world-class human resources. This underscores a dedication to maintaining a skilled and well-trained workforce, a critical factor in the outsourcing industry where the quality of customer interactions and back-office processes directly influences client satisfaction.

Additionally, the strong management focus evident in your operations indicates a commitment to effective oversight and strategic direction, essential elements for sustaining service quality and meeting client expectations. The mention of dedicated business units is indicative of a structured approach to managing diverse client needs. This strategic framework potentially allows for the delivery of customized solutions tailored to specific industries or unique service requirements. Moreover, the assurance of a comprehensive financial platform underscores the company's financial stability and soundness, providing clients with reassurance regarding the long-term viability of their outsourcing partner. Lastly, the commitment to ensuring client satisfaction stands out as a testament to your company's customer-centric approach. In an industry where building and maintaining robust client relationships are pivotal to success, this commitment reflects a focus on not just meeting but exceeding client expectations. Together, these strategic elements form a compelling case for your company's prowess in the outsourcing sector.

OBJECTIVE

Zahra's primary objective was to understand the factors leading to the high turnover rate in the Admin Department and formulate strategies to address these issues. By conducting surveys and studying the existing conditions, she aimed to create a positive work environment that would improve employee satisfaction and reduce turnover.

METHODOLOGY

Zahra's comprehensive approach to understanding the dynamics of employee experiences and attrition involved the implementation of surveys and interviews with both current and former employees. This meticulous process aimed to extract valuable insights into the factors influencing their decisions to stay or leave the organization. The exploration delved into multifaceted aspects, encompassing job satisfaction, work-life balance, salary considerations, job duties, effectiveness of training programs, and the impact of shift rotations. By adopting a holistic strategy that addressed a spectrum of workplace factors, Zahra sought to gain a nuanced understanding of the challenges and motivations shaping the employee journey within the organization. This robust methodology not only provided a wealth of qualitative data but also demonstrated a commitment to comprehensively analyzing the intricacies of the employee experience, offering a foundation for informed decision-making and strategic enhancements to foster a more positive and engaging work environment.

Findings

Addressing a persistent concern raised by employees, the organization identified a perceived inadequacy in compensation that failed to align with the demands of their roles. This encompassed not only the issue of diminished salaries but also extended to the absence of commission structures and various allowances, such as fuel allowances, creating a multifaceted challenge impacting overall employee satisfaction. Furthermore, employees expressed discontent with the absence of allocated public holidays, significantly impacting their work-life balance. The unpredictable nature of job duties, including instances of officers not adhering to security shifts, contributed to heightened stress levels among the workforces. Additionally, a lack of proper training emerged as a factor affecting employee performance and overall job satisfaction, further compounded by the constant rotation between morning, evening, and night shifts, disrupting the delicate balance of employees' work and personal lives. In response to these challenges, the organization embarked on a strategic intervention plan to mitigate and minimize the associated issues comprehensively. Initiatives included the implementation of a salary increment structure tied to performance and seniority, addressing concerns related to low compensation. The introduction of a travel allowance for employees and an elevation in the salaries of senior personnel recognized their critical role as backups in case of staffing shortages, thus comprehensively addressing various facets of employee remuneration.

Furthermore, a rotational system for public holidays was established, allocating them based on employees' turns to enhance fairness and foster a healthier work-life balance. This initiative ensured that every employee participated in at least one holiday shift, providing ample time for personal commitments, and fostering a positive work environment. To bolster support and navigate challenges within the 24/7 Admin Department, the organization enlisted the services of a Management Trainee Officer (MTO). This move was accompanied by a comprehensive two-month training program supervised by the MTO, followed by a six-month period during which new employees were closely observed and mentored, ensuring their readiness for independent responsibilities. In an effort to optimize operational efficiency and elevate employee performance, the organization strategically divided the Admin Department

into two regional segments Admin Midland and Admin Northwest. This division aimed to distribute workloads efficiently, organize work traffic into distinct dimensions, and enhance overall employee performance within each regional department. To foster a cooperative work environment and address concerns related to shift rotations, the organization implemented a weekly scheduling framework that promoted collaborative shift rotations through consensus among employees, taking into consideration their individual availability. Additionally, monthly lunch and dinner events were instituted to uplift team morale and nurture a sense of community within the workplace.

The outcomes underwent a transformation in a professional context

The strategic measures implemented under Zahra's guidance have successfully yielded a significant reduction in the turnover rate within the Admin Department. Analyzing the turnover rate data portrayed in the graph (Figure 1), it is evident that the reforms introduced in April, strategically coinciding with the peak turnover rate, have had a considerable and consistently favorable impact. Following the implementation of these measures, there was a gradual and sustained decline in turnover, indicating the effectiveness of the enacted reforms. This positive trend not only signifies a more stable workforce but also proves advantageous for the company by fostering continuity and minimizing the costs associated with turnover. In addition to the tangible decline in turnover, the organization has experienced a noteworthy increase in overall job satisfaction among employees. This positive shift in employee sentiment can be attributed to a range of factors addressed by the comprehensive approach initiated under Zahra's leadership. Improved compensation structures, equitable holiday rotations, a more manageable workload, heightened loyalty to the company, adherence to stringent company policies and ethical standards, and an increased commitment to work responsibilities collectively contribute to the enhanced job satisfaction reported by employees. This holistic strategy has not only curbed turnover but has also created a more positive and productive work environment, where employees feel valued and engaged in their roles. The combined impact of reduced turnover and heightened job satisfaction positions the company for sustained success and employee retention in the competitive business landscape. The incorporation of consensual shift rotations and initiatives such as monthly treats have proven instrumental in cultivating a notably improved work-life balance within the organization. This strategic integration has played a pivotal role in fostering a positive work environment and enhancing overall work productivity. The consensual shift rotations, allowing employees to collaboratively determine their schedules based on individual availability, have provided a level of flexibility that contributes to a harmonious balance between professional and personal life. Additionally, the introduction of monthly treats, designed to uplift team morale and nurture a sense of community within the workplace, further contributes to the positive atmosphere. This holistic approach to enhancing work-life balance has not only resulted in employees experiencing a heightened sense of satisfaction but has also significantly increased their engagement with their professional responsibilities. The organization's commitment to prioritizing the well-being of its workforce, as evidenced by these initiatives, underscores a proactive and employee-centric approach, ultimately contributing to a more harmonious and productive work environment.

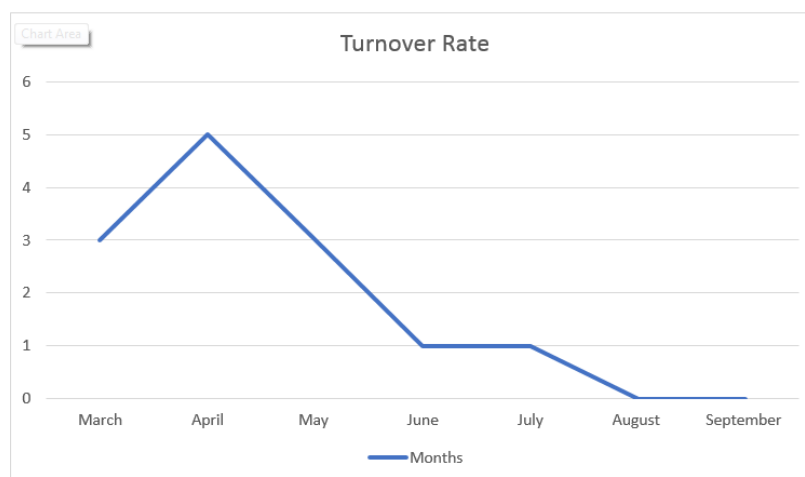


Figure 1
TURNOVER RATE DATA

Future Recommendations

Looking towards the future, several strategic recommendations can further enhance the positive transformations initiated by Zahra in the Admin Department at Go for Customers Private Limited. One key proposal involves the implementation of continuous training programs to address skill gaps and elevate the overall competence of employees. By offering ongoing training opportunities, the organization can ensure that its workforce stays abreast of industry advancements and remains equipped with the necessary skills to excel in their roles. Additionally, it is advisable to conduct regular employee feedback sessions as part of a proactive approach to understanding evolving employee needs and concerns. Creating a structured feedback mechanism will not only provide valuable insights but will also demonstrate a commitment to actively listening to and addressing the ever-changing dynamics within the workforce. Introducing employee recognition programs is another pivotal recommendation. Recognizing outstanding performance not only serves to acknowledge employees' hard work and dedication but also acts as a powerful motivator, contributing to enhanced morale and a positive workplace culture. Such programs can be tailored to celebrate achievements at various levels, promoting a sense of accomplishment among the staff. Exploring flexible work options is also recommended to further improve work-life balance and accommodate individual preferences. By offering flexibility in work arrangements, the organization can cater to diverse needs within the workforce, promoting a more inclusive and adaptable workplace culture. Zahra's transformative initiatives at Go for Customers Private Limited have set the stage for a more sustainable and employee-friendly work environment within the Admin Department. Looking ahead, the organization's commitment to employee satisfaction and well-being will be crucial in maintaining these positive changes and fostering a culture of continuous improvement. Implementing continuous training, regular feedback sessions, employee recognition programs, and flexible work options can further contribute to the department's success and solidify its position as a thriving and supportive workplace.

CONCLUSION

Concluding the examination of Zahra's leadership impact at the company, it is evident that her unwavering commitment to innovative thinking and solution-oriented approaches has positioned her as a driving force in addressing the recent challenges faced by the organization. Zahra's unique and non-conventional approach, characterized by viewing setbacks as

opportunities for growth, has significantly contributed to fostering a dynamic and resilient corporate culture. Her emphasis on creativity and resourcefulness in the face of adversity has created a proactive environment where challenges are met with unwavering determination and a spirit of innovation. Furthermore, Zahra's problem-solving philosophy extends beyond immediate concerns to encompass a comprehensive understanding of company operations. She systematically addresses issues and actively promotes a culture of continuous improvement. This approach not only resolves current challenges but instills a mindset within the organization that embraces obstacles as opportunities for learning and growth.

Zahra's leadership inspires her team to view challenges holistically, cultivating a collective sense of resilience and adaptability that positions the company for long-term success. Recognizing the interconnected nature of business challenges, Zahra champions a collaborative approach, valuing diverse perspectives and harnessing collective intelligence. Her leadership style is marked by transparent communication, ensuring that the entire organization is aligned in its commitment to overcoming obstacles. This collaborative ethos promotes a sense of unity and shared purpose, contributing to the organization's ability to navigate complex issues and seize opportunities for innovation and improvement. In summary, Zahra's dedication to resolving challenges through innovative thinking and a solution-oriented mindset establishes her as a transformative leader within the organization. Her proactive approach not only addresses immediate issues but also establishes a lasting culture of resilience, adaptability, and continuous improvement. Zahra's leadership ensures a positive trajectory for the company, fostering an environment that is well-prepared for future endeavors and challenges.

Employee Exit Survey - Customer-Focused Roles

Dear [Employee's Name],

We appreciate your time and feedback. As part of our commitment to continuous improvement, we would like to gather insights into your decision to leave go for customer Your feedback is invaluable and will help us enhance our employee experience.

1. Personal Information
Employee Name: _____ Job Title: _____
Last Working Day: _____ Department: _____
2. Reasons for Leaving
a. Lack of Career Growth b. Unfulfilling Work c. Relocation d. Personal Reasons
3. Did You Feel Recognized for Your Contributions?
a. Yes b. No c. neutral
4. How Would You Rate the Training and Support Provided for Your Customer-Facing Role?
a. Excellent b. good c. Fair d. Poor
5. How Would You Describe the Company Culture?
a. Collaborative b. Inclusive c. Competitive d. Hierarchical
6. Would You Consider Returning to [Company Name] in the Future?
a. Yes b. No c. Maybe

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