

## **Written Assignment #2: Customer Experience at Salsa**

### **Introduction**

Organisation behaviour is highly dependent upon the motivation of the employees. This assignment is based on a case study on the customer experience of Salsa. Through this assignment, employee motivation has been discussed, and recommendations for the company have been provided.

### **Part 1: Analysis**

#### **Employees response to mystery shopping**

It has been found that mystery shopping in Salsa has created poor employee motivation, which is one of the issues for making the poor condition of the business (Staudacher *et al.*, 2021). It has 125 restaurants with 5000 employees and provides the offer with full-time and part-time job opportunities. Mystery shopping is a process where customers can shop as secret shoppers from any store. Thus, giving service to them has become very challenging for the employees where the motivation has been lacking. This type of shopper uses certain criteria, which does not create any great opportunity for the employee's development. Thus, it makes a greater impact on the business (case study).

#### **Herzberg's two factors theory for Salsa employees**

It has been seen through the case study that employee morale has been decreasing due to mystery shopping. Thus, employee motivation is highly required for the development of workplace motivation (Lu *et al.*, 2019). The Herzberg two factors theory of motivation is highly helpful to generate huge motivation among employees and create a greater impact on the business. On the other hand, implementation of this theory describes the dissatisfaction factors, which are hygiene, company policy, relationship with boss, supervision, salary and others. On the other hand, satisfaction, which is motivation theory, describes achievement, responsibility, recognition, and growth (“Theories of Motivation”, 2022, Chapter 5 Lecture Notes).

## **Vroom theory of motivation**

On the other hand, Vroom has been denoted the formula of motivation which is the contribution of the expectancy, instrumentality and valence, which provides high stimulation to the employees. The expectancy is the process of the hard work that must be put into the organisation for creating high motivation for the employees (Chopra, 2019). Also, understanding whether giving comfort to the Salsa employees is possible must be judged through this process. It has been found that organisational success depends on the employees, which create a greater impact on the business. On the other hand, understanding the process providing the successful outcome is also essential to measure before implementing any organisational behavioural strategy. However, caring about the outcome is another process of employee motivation that can be gathered from valence (“Theories of Motivation”, 2022, Chapter 5 Lecture Notes).

## **Recognising employee performance**

It can be said through recognition of employee performance, the organisation Salsa can rescue through recognising the effort of employees. It has been found that in the company, employees begin to showcase their mistrust of the company as their effort is not recognised properly (Chinyio *et al.*, 2018). Due to the mystery shopping category, they are unable to serve the customers properly, which is creating a huge gap among the employees. It has also been found that theory frustration is growing over mystery shopping which is another main factor of the business. Recognising the effort through a measuring tool can be a feat of effort to recognise the employees' trust in the organisation. Besides, understanding the action by providing monetary reward is another sustainable method to deal with the problem and greatly impact the business (“Motivating Others,” 2022, Chapter 6- Lecture Notes).

## **Positive and negative effect of employee motivation in Salsa**

### ***Positive***

Currently, Salsa is one of the huge US companies, and their chain of restaurant business is big in the country. They are creating different original recipes, which are providing great opportunities for the employees within the organisation. It helps motivate the employees as they can create innovation within the recipes. On the other hand, they are supporting a healthy

customer relationship and employee retention process, which is one of the motivations in a positive manner. Besides, their number of sides and size is huge which is one of the factors for enhancing the reputation of the organisation. Employees are attracted towards the company due to their growth in the industry. It works as a motivation for the employees to work in the company (case study).

### ***Negative***

On the other hand, mystery shopping has a negative impact on the motivation of the employees. They are unable to get their resignation in the organisation due to the process. This has created a great nuisance for the employees and reduced the chances of growth. Employee motivation is highly required for the business purpose and enhances the protection of the business. Besides, trust and morale issues of the employees are the biggest de-motivation that is working in the company in the current situation (Renz *et al.*, 2022). On the other hand, over workload for the employees has been creating dissatisfaction which is another main issue of the de-motivation for the employees (case study).

## **Part 2: Recommendation**

It can be recommended that employees' burden of work must be reduced in order to give motivation to the employees. It has been seen that employees have stated that they are unable to take rest at working hours due to a high load of work. Thus, appointing more workers can be a solution to this. On the other hand, providing information to employees is another solution of the system which enhances the trust regarding company to the employees. It also helps in building motivation to the employees and creating a smooth process of creating the work process for the Salsa. Besides, rewarding systems to the employees can enhance the business process highly in order to create a great impact on the business.

Thirdly, designing a motivating job for the employees is another process of growing the business and motivating employees thoroughly. On the other hand, it is also helpful to create a great impact on the business and enhance the procedure through proper manners. It can be said that in Salsa, job designing approaches should be changed such as job rotation, job enlargement, job enrichment to enhance the work procedure for the business to mitigate the problem of mystery shopping. Similar tasks create boredom for the employees which create less motivation and reduce the chances of growth. Different designs of the job in the company can enhance the

business perspective and provide a great impact in the organisation behaviour. It is needed to understand that a healthy workplace enlarges the opportunity of growth for the organisation as well.

## **Conclusion**

It can be concluded that through a proper method of motivation to the employees Salsa can enhance the business perspective for the company. Employee motivation helps in building a healthy work environment. Organisation depends upon the external communication among the hierarchy. Thus, improving a great business mindset must come from a good motivation for the employees.

## References

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