

**MOTIVATING EMPLOYEES AT  
CUSTOMER CONTACT CENTRES (CALL CENTRES)**  
*(14points Times New Roman, Bold, Centered, UPPERCASE)*

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**Abstract**

Globalization of economy, together with the free movement of goods and capitals, has brought about new forms of development for the labour market. In a developing country, like Albania is, with cheap labour on one hand, and, especially during the last 10 years, the ever growing number of educated youth who are well-versed in foreign languages on the other hand, the business of customer contact centres, otherwise known as call centres, has flourished. Together with the inward processing industry, the business of customer contact centres has become the main employer in the country. The aim of this paper is researching on the key motivational factors of the labour force working in call centres. The research is based on the positive approach concerning the main motivational techniques of the call centre workers and the impact of those techniques on their performance and productivity. The research is built on secondary and primary sources, in the form of data collected through questionnaires and unstructured interviews with call centre employees. Findings of the research indicate that, among different motivational factors, the financial motivation is the most important. Workplace promotion, appreciation, consideration and continuing communication rank behind. The paper recommends the necessity to continuously acknowledge motivational factors within the settings of an organisation, as well as identifying personal needs of every employee, which is really important to single out and apply the right motivational approach.

**Keywords:** motivation, effectiveness, call centre employee, motivational factors.