

An Analysis of the Effect of Optimization on Performance

Soumitra Bhattacharya

Abstract: Business success is employee performance, therefore optimizing the employees job performance affects the company's overall profitability. Improving employee performance requires documentation, training and communication, beginning with the first step in the hiring process: the job posting. Matching highly skilled people to available positions is a high-stakes task that requires careful consideration by experienced resource managers. A wrong decision may result in significant loss of value due to understaffing, underqualification or overqualification of assigned personnel, and high turnover of poorly matched workers. While the importance of quality matching is clear, dealing with pools of hundreds of jobs and resources in a dynamic market generates a significant amount of pressure to make decisions rapidly. From that point, employers have a duty to portray the job responsibilities as clearly as possible as well as provide training and evaluation throughout the employee's tenure.. By taking measures to ensure employees at your facility are in an ideal environment, you'll ensure a happy, productive workplace. Each of these factors should, in varying degrees, play a role in your space planning and space utilization decisions. Consider each as you develop occupancy plans or plan moves, because each has a profound effect on workplace efficiency.

Keywords: Business success, employee performance, employers, workplace.

1. INTRODUCTION

Ever heard the saying, “work smarter, not harder”? It’s not just another corporate buzz-phrase—business technology and workplace strategies are making it more feasible than before for organizations of every size to cut down on costs while increasing employee productivity and customer satisfaction....Workforce optimization (WFO) is a series of business strategies that focuses on improving employee efficiency. Companies implement these strategies by monitoring a specific position’s activity and then assigning the appropriate number of employees to meet the forecasted activity. Industries that most commonly adopt workforce optimization practices include retail, manufacturing, and financial services, although WFO originated in call centers.

Software companies offer workforce optimization solutions that integrate recording, quality management, and other technologies into a suite that also includes workforce management, quality monitoring, liability recording, coaching, and eLearning, performance management, and surveying and speech analytics tools. These solutions originally were designed for call and contact centers, but companies in a range of industries use them today to increase efficiency and streamline operations.



The real meaning of “workforce optimization:- As your business grows, scalability becomes an even bigger challenge, and often the first instinct can be to add more—more customers equals more employees, right? Not necessarily. From the perspective of workforce optimization, more can actually mean less: less time spent on the wrong tasks and less overhead.

Workforce optimization (WFO) is defined as “a business strategy focused on balancing customer satisfaction, service levels, workforce scheduling, operational costs and other key performance metrics in order for a business to get the maximum benefit out of the employees working for them at any given time.” Workforce optimization is information. While it is working smarter, it’s also working better and faster, with the right resources in the right place at the right time, and the right supporting technology providing the right data. It’s connecting all the dots between the information and the people who need it most.

The information provided by workforce optimization covers everything from predicting staffing needs and employee scheduling to matching the appropriate skills with appropriate tasks. It relies heavily on both your human resources and technology resources by linking every part of your organization together, automating processes that were previously manual to eliminate errors, and streamlining decision-making.

Why you should try workforce optimization:-

As we mentioned previously, workforce optimization is based on information and getting that information to the right people. So the greatest advantage of workforce optimization? Insight into every aspect of your business. This change alone can lead to year-over-year improvement in staff productivity.

Your employees need to be able to make the best decisions possible, and they can only do that with the best information at their disposal. Workforce optimization can predict demand and make sure the best employees for the job are scheduled and ready to tackle it, resulting in even greater customer satisfaction. It pulls information together quickly, then gets it in the hands of the appropriate people to put it into action.

Consider this example: you’re operating at peak hours, but customers are complaining because their needs aren’t being met fast enough. The end product isn’t what they asked for, but none of your employees in between know that. You have too many or too few employees—and not the right employees—available, and you’re not sure who excels at certain tasks or where their skills should best be used.

It’s a free-for-all, and you can only work with the limited information you yourself have put together. Your team ends up exhausted and working overtime, and yet you still can’t keep up with the demand. In the end, you wind up with higher costs and unhappy customers.

Now consider the same scenario, but this time, things go a little differently. You start the night with your go-to employees on the clock when you need them. You have a forecast in hand for peak hours and highest potential sales, know how many employees you need to support demand, know who your top performers are, what their tasks should be, and have staffed your schedule accordingly, all without even spending extra time to do so.

Employees know when to show up and communicate easily. If the end product doesn’t match the original customer ask, they’re able to access that information and act. You don’t have too many employees on the floor or too few, and your customers are satisfied.

Your business is in the Goldilocks zone: just right.

Workforce Optimization Best Practices:-

To be effective, you’ll need to follow a few important best practices. Managers, employees, and stakeholders should be involved in making various decisions regarding WFO. When stakeholders and leaders are onboard with the initiative, buy-in becomes less of an issue and employees understand the common goals of the company. If compliance is a concern, the company should deploy tools to help drive results, improve transparency across the organization, and support the overall effort.

At the heart of effective WFO are scheduling and task assignments. Companies should implement a scheduling solution that assists in assigning specific tasks to specific individuals with a given timeframe. Indeed, the most important piece involves assigning tasks and matching skills to those tasks to ensure workers can complete their job as quickly and

efficiently as possible. Human resource managers must use careful consideration to match skilled people to available positions because incorrect work assignments can result in understaffing, underqualification, overqualification, and high turnover of poorly matched workers.

Workforce Optimization Strategies and Techniques:-

When companies look to improve workforce optimization, there are many strategies to consider. Among the most effective strategies are:

Implement time and attendance software – Automating time and attendance with software eliminates the wasted time and errors associated with manual time cards. Automating time and attendance also speeds up clock-in and clock-out processes and simplifies time card tracking and data entry.

Monitor performance analytics – Workforce analytics tools deliver insights into your workforce's effectiveness, performance, and productivity. WFO tools provide performance-based insights to help companies determine which processes work and which ones should be improved.

Improve communications between managers and employees – One way to improve communication between managers and employees is to use technology. Managers who use technology that simplifies and automates managerial processes such as creating schedules and handling time cards are free to get among their employees and communicate directly with them. Workforce planning has been defined as the business process that enables the identification and analysis of what an organization will need in terms of the future size, type, and quality of workforce to achieve its objectives. As such, its goals are more strategic and long-term than those of workforce optimization and labor scheduling, where the end result is an optimal, short-term schedule of its existing resources. Whereas many organizations have been doing workforce scheduling for a long time, in most organizations workforce planning is still in its infancy, if done at all. The tools and analytics used to support strategic HR decisions are not nearly as advanced as they are in other disciplines

To truly optimize your workforce, companies employ a software solution that enables them to track performance across their entire organization including suppliers, talent, and quality. When you leverage this data, your HR people and workforce planners will have the insights needed to take action regarding underperforming staffing suppliers. The metrics gained from WFO solutions also help companies establish thresholds for candidates' skill sets. Gaining visibility into the performance of your workforce will help your company reduce operational friction and meet or even exceed productivity targets.

Here are four strategies worth considering:

Implement time and attendance software. Manual time cards are an outdated practice and a waste of time for your employees. Time cards are also prone to mistakes. Automated time and attendance software mitigates the risk of manual errors and speeds up clock-in processes. Automated time and attendance routines also simplify time card tracking and data entry.

Take advantage of BYOD mobile technology. Nearly all of your employees may have smartphones. Take advantage of this by implementing a formal BYOD (Bring Your Own Device) program for time and attendance needs. It's a cost-efficient option that allows you to tap into the benefits of mobile without having to invest in company-owned mobile hardware.

Monitor performance analytics. Workforce analytics tools, like those that help you manage time and attendance or streamline scheduling, provide granular insights into the effectiveness and performance of your organization's workforce. These tools deliver performance-based insights that allow you to see which of your current processes are working—and which ones have room for improvement.

Improve manager-to-employee communications. Improved communication between managers and employees can be achieved with technology that simplifies managerial processes. Managers can get bogged down by time-consuming tasks—creating schedules, handling employee time cards, etc. Implementing technology that simplifies and automates these processes frees up supervisors' time, allowing them to get out on the floor and communicate directly with employees.

Benefits of Workforce Optimization

Workforce optimization has several advantages; most notably, the benefits aren't merely for the employer, but also for its staff. WFO provides insights that enable employers to provide the tools, training, and support employees need to achieve goals and exceed expectations. This, in turn, boosts your company's reputation. When your business becomes known as a company that values and empowers its workforce – a “Great Place to Work,” for example – it's easier to attract top talent when it's time to expand your team.

Other benefits include:

Improved customer service

Increased visibility

Increased customer retention

Reduced compliance risks

Increased employee productivity and efficiency

More cost-effective operations

Companies that employ workforce optimization best practices, strategies, and solutions find that they reduce operating expenses, save time and money with automated processes, improve communication, gain actionable insights, and increase productivity and performance.

Workforce optimization enables businesses to take an in-depth look at processes to uncover areas that need improvement. By uncovering detailed insights, organizations can achieve both strategic and operational benefits.

A more optimized workforce streamlines day-to-day to operations. Strategic benefits of an optimized workforce include:

Improved Customer Service – Eliminating process inefficiencies enables you to improve customer service practices.

Increased Customer Retention – Better customer service processes often lead to happier customers—which in turn means repeat and loyal customers.

Mitigated Compliance Risks – Real-time information provides comprehensive information to ensure that you stay up-to-date on government and federal regulations.

Workforce optimization also results in operational benefits. Automated processes lead to a more effective workforce, reducing annual costs. Additional operational benefits include:

Increased Employee Productivity and Efficiency – Eliminate unproductive practices from your business and implement new strategies for greater output.

More Cost-Effective Operations – Automated processes increase the efficiency of manual day-to-day tasks and eliminate process-related costs like scheduling and time-punching.

Increased Return on Investment (ROI) – New technology that optimizes your workforce leads to greater customer retention, minimized compliance risks and more cost-efficient operations—resulting in more revenue and increased ROI.

Ways to Improve Your Work Environment and Optimize Productivity:- With work life and home life being continually intertwined, and the pressures to complete more tasks in a shorter amount of time, it is very important to be aware of your work environment your work routine, and your mentality, to avoid burning out.

Your work environment should be a space of comfort.

Boosting your work environment can allow you to connect more to your work, promote a sense of fulfillment and happiness while optimizing your productivity. Get to know your co-workers or other people in the industry.

Celebrate small victories.

The physical and mental space of the place in which you work must be decluttered, organized, clean, creative, and personalized promote productivity.

Take breaks.

Understand your responsibilities, those of your coworkers, and your expectations of one another.



We all feel the pressures of “speeding up” and are often being told to “optimize our productivity” and “maximize our efficiency”.

How are we supposed to meet all of these demands?

All of these pressures can cause us to feel a lot of stress and anxiety. Our solution to **optimize your productivity** while **decreasing levels of stress** at work ... Whether working at the same office every day or working remotely from multiple locations.... Some tips that can help you **improve your workflow** and **boost your mood and creativity**.

If you are lacking motivation, feeling tired, stressed, lonely, or unhappy at work...

Or you are 100% *loving* your job and want to increase your productivity, optimize your efficiency, and make your work environment a more livable space...

Try these simple tips and tricks to revamp your work environment and cope with a fast-paced environment.

Many articles suggest ways to be more productive while neglecting to realize how speeding up can actually harm your body, both mentally and physically.

Academic theorists such as Cary suggest that we are constantly given more work to complete in shorter amounts of time. It becomes easy to fall into a trap of constantly being overworked, burning out, and becoming downright ‘grumpy’, as we try to cope with all of these demands. You may have tried a bunch of fads like diets, chocolate, and happy pills, but the secret is...**improving your work environment**. It is a short task to complete, for a long-term effect of being more productive and happy.

Your work environment not only includes your structural surroundings but also the people and the atmosphere around you... Yes, that ambiguous word ‘atmosphere’ can be very subjective but we refer to it as the *tone or the mood* you feel while at work. Your ability to focus and stay efficient, happy, and productive depends on **how comfortable you feel** in this space..



For remote workers, you might pick a restaurant chain to maintain a type of familiarity where ever you go.

Is your keyboard cleaner than a toilet seat?

According to a study by *Which? Magazine*, a keyboard could fester more bacteria than a toilet seat.

If you work with a lot of people around you, germs can easily spread and getting sick is always a setback to productivity.

Your health is important to staying focused and maintaining a positive attitude while working. To prevent yourself from becoming ill, be sure that your work environment stays sterile.

Schedule regular clean-up times.

Wipe your keyboard down at the end of each work week. You would be surprised what kinds of things could get stuck between your keys...including mice fecal pellets, if you leave any crumbs behind.

Keep a garbage can nearby or a baggie in your “to-go” bag to separate trash from important documentation. Throwing out important documents can be your worst nightmare.

Whether it’s a digital or physical recycling bin, be sure you ‘clean’ up your workstation regularly.

Plants, Open Windows, Air Fresheners

What is your favourite smell?



Many academic studies have argued that there is a correlation between certain scents and memories. Although individuals can have widely divergent emotional responses to scents, studies show that certain scents can change our emotions and improve our moods.

If you have a positive response to a certain smell, why not apply it to your work environment and create a more positive atmosphere for yourself while you work?

If in an office space or are working out of a 'to-go' bag, try using air fresheners to keep your work environment smelling fresh and clean.

A cheap bouquet of flowers can provide a sweet and fresh smell, while also making your work space more attractive and aesthetically pleasing.

Neck Pain and Back Strain



Do you sit at your desk and hear the clicking and cracking noises in your neck, back and shoulders every time you move? It is more important to be comfortable and find yourself in a position that maintains good posture.

Posture is important. Standing desks can prevent you from tightening up and slouching all day, but standing for long periods of time might not be good for everyone.

A lot of research argues that standing desks are better for your posture, but let's be real.. if I am writing a 3000-word post like this, I would prefer to be seated... let's keep the strenuous exercise for the gym. There is a long-standing debate between the use of an office chair or a stability ball to increase your posture. It has been argued on both sides, and many studies even find that the exercise ball to be worse for your posture. These mixed reviews make our opinion on this issue inconclusive.

We can conclude that sitting for a long period of time can cause much discomfort.

How to make workforce optimization work for you:-

In each step of the examples above, workforce optimization played a crucial role in the team's overall success. Here are a few top ways the same workforce optimization can make an impact on your business today:

1. Customer-first perspective

Remember, workforce optimization isn't just one thing. It's multiple factors working together in action to support a greater outcome: more satisfied customers and more productive employees. By taking a customer-first approach and looking at your overall business operations, you can start to identify where the breakdowns happen and where your customer isn't top of mind.

Examine customer experience in from the customer's perspective and dissect their feedback. Is what's working for you not working for them at any point? Any old habits or ways of doing things "just because" that aren't efficiency-based or could be handled differently? Take the opportunity to do a customer experience audit and find out. Then take your first step towards workforce optimization and get that data to the people on your team who need it most.

2. Time management and attendance tracking

Getting the full picture of employee attendance and overall time management is one of the most important factors to implementing workforce optimization at your business. With attendance software, you'll cut down on time and errors from manually clocking in and out. You'll also be able to get a sense of employee engagement (who's always clocking out early and getting into work late) and be able to crack down or eliminate any potential buddy punching. And by looking at overtime, you'll have insight into which shifts are understaffed and where any gaps in your coverage are.

3. Scheduling

Like attendance, scheduling software can reduce overlap and close the gaps. It saves time spent on manually putting together schedules and accounting for employees' availability, and allows anytime access to schedules should you need to make a change. By combining all the information you need in one place—employee availability, time off, skills, attendance data, and performance—you can ensure the most qualified people for the job are present when you need them most, instead of scheduling just by who happens to be available. Again, right information, right people, right time.

4. Performance and task tracking

Task tracking tools like Basecamp, Trello, and Salesforce can help you assign tasks and gauge employee productivity at a glance. Are your workers moving through their jobs for the day? Does one employee struggle to complete their tasks or hit their quotas more so than others? This may be your first sign that not every employee is in a role best suited to their individual skill sets, or that your processes aren't as efficient as they could be. There are workforce optimization software and analytics to help you examine your current processes and see which ones make the grade. Workforce optimization doesn't happen overnight. It takes place gradually, and each new system and re-prioritization moves you one step closer to achieving happier customers and happier employees who are engaged and able to do their best work each day. Because after all, workforce optimization isn't just a strategy. It's a "relational process through which organizations continually improve and get a return on their biggest asset—their workforce."

How to Optimize Employee Performance in 2019

The question of how to improve employee performance is as old as time. Every organization, from McDonald's to the little burger joint down the street, depends on its people to meet its targets, achieve its vision, and ultimately, stay in the game.

But improving performance in the workplace still remains a puzzle for many organizations today. And as the world of work becomes more complex, changing and technologically advanced, the puzzle only seems to become more tricky. Not to mention the rise of **remote work and dispersed teams**, which makes the measurement and improvement of performance at work, *well*, challenging.

But we've got good news because all it takes is four simple strategies to improve the performance of employees.

How to Improve Employee Performance in 4 Simple Steps:-

Improving employee work performance won't be difficult if you follow the right tips. Let's take a look at a few easy steps to optimize employee performance in any organization:

Understand the reasons behind poor performance

Create an engaged workplace culture

Encourage good health and happiness at work

Provide opportunities for lifelong learning

Next, let's look at each step more closely.

1) Understand the reasons behind poor performance:- It's probably safe to say that employees don't wake up in the morning and think to themselves, "Gee! Today I'm going to do less than my best, try not to meet my goals, and generally perform poorly." So what is it, then, that drives poor performance?

Understanding the causes behind poor performance (and even average performance) is a critical first step toward improving employee performance. Because if you don't know the cause, you can't effectively treat the symptoms.

Start by having open and honest conversations with employees. Ask them what motivates them and gets them excited about work, and what holds them back. They might tell you that they:

don't understand their role and responsibilities

feel unqualified or under-skilled to meet their performance objectives

don't have the resources they need to perform optimally, or

they're not getting on with a team member which is making them feel unmotivated and disengaged.

While these conversations are an important first step to getting employees interested in their own performance, employees won't always have the answers. Sometimes employees might feel that they have everything they need to perform well, and they are working as hard and smart as they can.

In these cases, objective strategies like observing real-time performance, or asking for peer feedback, can provide the clues you need. In these situations, the underlying cause of poor performance can often be put down to misunderstandings, like:

employees don't truly understand the company vision or how their job contributes to its achievement, or

employees don't have measurable performance goals, so they don't even realize they aren't performing well enough.

Once you understand where the problems are arising, you will know how to improve employee performance.

2) **Create an engaging workplace culture:-** The numbers say it all! Again and again, **research has found** that employees are more engaged and motivated to work hard when they receive regular feedback, are recognized for good performance and are encouraged to build on their strengths. It's simple – engaged employees perform better.

A workplace that fosters a culture of engagement is made up of a few secret ingredients, like:

active collaboration between teams and employees

employee investment in the company vision

recognition and rewards for top performance

regular, constructive feedback, and

acceptance of mistakes as learning opportunities, rather than failures.

So, create a **positive and engaging workplace culture** by regularly reminding employees about the company vision, and how they can help to make it a reality. Create competitions and reward systems that recognize top performers and make them feel valued. This will encourage them to continue their good performance, and will also encourage others to want to do the same.

Setting role models and mentorship programs are also one of the most effective ways an employee can improve performance. Strong, ambitious leaders and experienced mentors that employees respect and admire are a sure way to motivate improved performance.

Finally, provide constructive feedback, and create a workspace where employees feel safe to make mistakes. Failure to achieve performance goals should be viewed as an opportunity to learn and grow, rather than a cause for naming and shaming. Because if employees feel embarrassed or incompetent, they will be less self-confident and driven to perform better the next time around.

3) **Encourage good health and happiness at work:-** Anyone who has ever written an email when they are tired, sick, hungry or anxious (maybe all of the above) will know that this is when mistakes are most common. Yip, those embarrassing typos that make you wish you just waited until morning before hitting 'send'.

Employees who are mentally, emotionally or physically unwell simply don't have the energy or focus they need to perform optimally. And we're not just saying this! **Recent studies** on how to improve staff performance and productivity have found that employee wellbeing is a key contributor toward productivity, not just for the employees, but for those around them too.

So, make sure that your organization adopts physical and mental wellness programs that foster good health among employees. This could include access to gyms, stress counselors, and educational talks by health professionals. Fruit on the tables and healthy eating subsidies can be a simple trick, too.

Of course, it's normal for there to be high-pressure periods at work. Projects and deadlines sometimes require that employees work long hours under an intense sense of urgency. It is, though, important that these periods are not sustained for too long. It's all about the balance.

So, after a big project or deadline is completed, reward the team with some time off. Encouraging balanced work hours helps employees to have time for themselves and their families. This reduces stress, increases happiness and gives employees the renewed energy and focus that they need when they're at work.

4) Provide opportunities for lifelong learning:- Wondering how to improve employee performance when your employees can't keep up with changing skills demands? You're not the only one. Constant change and new technologies mean that staff is never finished with learning new skills and knowledge.

And if they're going to perform at their best, they need to be well equipped. Because performance expectations are unfair and demotivating if employees don't have the know-how to achieve them. So, **lifelong learning** has become a necessary habit in organizations today.



At this stage, if you're shuddering at the thought of daily classroom training sessions – don't. Because technology hasn't just presented a skills challenge to the workplace; it's presented a solution, too!

A powerful **Learning Management System (LMS)** is user-friendly, accessible from any place, at any time, and can actually make learning fun. With features that support gamification and microlearning, employees can learn conveniently, and you can create and update learning material with ease.

This is how training can improve the performance of employees. **Ongoing skills development** equips employees with the knowledge, skills, and mindset they need to adapt their performance and achieve their objectives. What's more is that they'll feel satisfied and engaged in their work, too.

Your environment has a remarkable impact on your workforce.



In the same way clothes craft the image of an individual, a working environment sets the tone for the activities that are to be held in it. Your physical environment is a vital factor in success because it shapes your mindset.

As a facilities manager, you are in a unique position to cultivate an environment of success and productivity as you optimize the spaces you oversee. In particular, office space has a profound impact on employee happiness, engagement, and productivity.

There are a few simple ways to maximize an environment for optimal productivity:

Simplify – A cluttered environment equals a cluttered mind – A space free of excess “stuff” allows focus on work. If employees are distracted by messy desks, a workspace that doubles as an attic for decades-old promotional banners, or unnecessary electronics, they can’t focus on their job. Keep the office environment as simple and clutter-free as possible. The ambience of the office should scream “this is where we go to get work done.”

Assign a single use to space – No one wants to share their office with the company printer, copy machine, or the sole access to the supply closet—it doesn’t lend itself to accomplishment. A shared environment communicates to an employee “you’re really not that important” and “our convenience is more important than your productivity.” Give items that everyone will need access to their own spot—and give each employee a place to be.

Allow for space ownership – It’s in the core of human nature to want “your spot.” We have our side of the bed, the seat we gun for at the conference room table and our preferred space in the parking lot. We’re creatures of habit and crave a space to belong. This desire doesn’t end when we walk in the door at work—we still want “our space”. Giving each employee their own workstation and a place if their own boosts both productivity and morale.

Ensure a quality environment – Show employees their value by providing adequate, comfortable space for them to work. As pioneer of job enrichment Frederick Herzberg proved in his motivation theory, a good work environment is vital to employee productivity and happiness. Be sure they have adequate lighting, a comfortable temperature and the correct equipment. When employees sit down at their desk, they should be comfortable and able to focus—and consequently able to produce quality work.

By taking measures to ensure employees at your facility are in an ideal environment, you’ll ensure a happy, productive workplace. Each of these factors should, in varying degrees, play a role in your space planning and space utilization decisions. Consider each as you develop occupancy plans or plan moves, because each has a profound effect on workplace efficiency.

What productivity solutions have you successfully implemented at your facility?

Bringing Employee Performance Optimization to Life:-

No more wondering how to improve employee performance. You've got the steps, now it's time to put them into action.

Remember, optimal performance doesn't happen overnight. Rather it's an ongoing commitment to learning and improving. This is how to enhance employee performance for the long run.

The US Army:- The US Army's Military Strength Analysis and Forecasting group to develop a solution for this requirement. the Army is able to: – Optimally prescribe manpower policies, not only related to accessions and promotions, but also retention policies such as bonuses, incentives, and retention control). – Simulate inventory flow to describe what effect each decision scenario has on readiness, force alignment and other important human capital attributes.

2. SUMMARY AND CONCLUSIONS

It follows from our study that Optimization is necessary for over all performance of the business organization, the individual and the team development.. It helps to motivate and boost the efficiency of the individual and the team to achieve the targeted goal.. It eases out to solve the coplexity of a specific task , to be performed in the best possible way, with the given set of conditions, resources and constraints..

REFERENCES

- [1] Performance measurement and performance management. *International Journal of Production Economics*, 41, 23–35. [http://dx.doi.org/10.1016/0925-5273\(95\)00081-X](http://dx.doi.org/10.1016/0925-5273(95)00081-X)
- [2] Li, M., Choi, T., Rabinovich, E., & Crawford, A. (2013). Self-service operations at retail stores: The role of inter-customer interactions. *Production & Operations Management*, 22, 888–914.
- [3] Liedtka, J. M. (1996). Collaborating across lines of business for competitive advantage. *Academy of Management Executive*, 10, 20–34.
- [4] Lillis, B., & Sweeney, M. (2013). Managing the fit between the views of competitive strategy and the strategic role of service operations. *European Management Journal*, 31, 564–590. <http://dx.doi.org/10.1016/j.emj.2012.10.001>
- [5] Liu, Y. (2013). Sustainable competitive advantage in turbulent business environments. *International Journal of Production Research*, 51, 2821–2841. <http://dx.doi.org/10.1080/00207543.2012.720392>
- [6] Madan, P., Paliwal, V., & Bhardwaj, R. (2011). *Research methodology*. New Delhi: Global Vision Publication House. Merriam, S. B. (2009). *Qualitative research: A guide to design*
- [7] "Continuous Workforce Optimization". Genesys. Retrieved 11 May 2016
- [8] "2015 Workforce Optimization (WFO) Mid-Year Market Share Report". DMG Consulting. Retrieved 11 May 2016.
- [9] Watson Wyatt. 2008. Advanced Workforce Planning: Securing the Future. Human Capital Institute. Webcast: November 20, 2008.