

**EMPLOYEE PERCEPTIONS OF FACTORS AFFECTING THEIR
PERFORMANCE AT JAMBO CONTACT CENTER, NAIROBI**

BY

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DECLARATION

I hereby declare that this is my original work and has not been submitted to any other academic body for examination purposes.

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DEDICATION

I dedicate this project work to my beloved wife and friend Grace Wanjiru. You have always believed in me, thank you for all the support you provided.

ABSTRACT

Today, due to much focus on organizational opinion of performance, perception of employees regarding this element has been long overlooked. As such this study aimed to investigate the employee's perception of factors affecting their performance. The study was guided by one prime objective, that is: To establish the employee's perception of factors affecting their performance at the Jambo Contact Center, Nairobi.

Stratified random sampling procedure was used to arrive at the sample of employees. A semi -structured questionnaire was used to collect data from the 135 employees who took part in the study. Quantitative data was coded and analyzed using SPSS, version 11 for Windows and presented in frequencies and percentages in tables and graphs with accompanying descriptive details.

The study established that Perceptions of employees on factors affecting their performance at the Jambo Contact Center is greatly influenced by the working environment especially in terms of pay and performance output, job security and career advancement as well as association with seniors. Other key aspects influencing this perception are motivation and job satisfaction. Motivation gives employees at Jambo a sense of satisfaction and at the same time induces preferred workplace conduct thus boosting their productivity. On the other hand, job satisfaction at the center mitigates poorer performance by easing job-related tension and triggering positive emotion at work.

The study concluded that engaging the workforce and measuring their perceptions of performance, identifying and addressing the most significant factors, may not only lead to a motivated workforce and overall performance, but may also help attract and retain more employees in the contact centers.

On the basis of the study, it was suggested that further research be carried out in due course by taking each individual factor which would bring out an exhaustive and most comprehensive view of the relationship between these factors and employees' performance. The study also recommends that further studies be done on other contact centers in Kenya since different companies have different work environment and these factors might have different effect on such companies.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In recent times, managers have to rely on more than the financial performance of an organization to strategize and ensure that the organization survives and thrives (Kaplan & Norton 1992). Khamisi and Mutheu (2001) consider the human element as a dimension in developing metrics for the organization. This understanding of the importance of the human capital of the organization and elements it perceives to influence its holistic output is of strategic importance and critical to the achievement of the organization's targets (Van der Voordt, 2004). In this respect, the study strives to gain insights into perceived factors affecting employee performance in contact centers.

Performance is a human behavior the result of which is an important factor for individual work effectiveness evaluation. From this view, it could be said that organization's success or failure depends on job performance of the individuals in that organization. This is similar to Muchinsky (2003) who said that job performance is the set of worker's behaviors that can be monitored, measured, and assessed achievement in individual level. Moreover, these behaviors are also in agreement with the organizational goals. Staff's job performance is important factor to push forward to be excellent organization.

In addition, employees' performance is influenced by a firm's broader organizational climate derived from their perceptions "of what the organization is like in terms of practices, policies, routines, and rewards. In other words, performance of employees is

based on shared perceptions among employees within formal organizational units (Bowen and Ostroff, 2004).

1.1.1 The Concept of Perception

Perception is defined by Winter (2003) as the process by which people translate sensory impressions into a coherent and unified view of the world around them. Though necessarily based on incomplete and unverified (or unreliable) information, perception is 'the reality' and guides human behavior in general. The role of the perceptive process of the individual cannot be discounted from the understanding of satisfaction, because perception is how the environment is viewed and understood. Perception leads to the formation or the emergence of work related emotions to employees (Griffeth et al. 2000).

The first response to any stimulus is evaluation which is central to the perceived meaning of the causes and the evaluated effects of a construed response. Although perceptions can be described factually, an individual cannot avoid forming connotations which are evaluative in nature (Patterson et al. 2004). Evaluations and forming of connotations to augment these evaluations form the core of an attitudinal disposition of the employee, which is primarily aided by perception. While a negative work related emotion can lead to reduction of performance (Jamal 1984), positive emotions determine performance (Staw et al. 1994).

1.1.2 Employee Performance

Employees are the most valuable asset in any organization. According to Parker et al (2003), a successful and highly productive business can be achieved by engaging employees in improving their performance. Performance refers to how well an employee is fulfilling the requirements of the job. Employee performance is determined by a combination of three factors namely efforts, ability and direction. Armstrong (2007) defines performance simply in output terms – the achievement of quantified objectives. But performance is a matter of not only of what the people achieve but also how they achieve it. High performance result from appropriate behavior, especially discretionary behavior, and the effective use of the required knowledge, skills and competencies. All employees are not equal in their working and they have different modes of working like some have highest capability regardless of the incentive but other may have occasional jump-start. If they are handled effectively, the result can be greater productivity and increased employee morale (Wilderom and Maslowski, 2000).

1.1.3 Factors Affecting Employee Performance

There are factors that affect employee performance. The most crucial of these variables as noted by Herzberg (1966) include work climate, motivation, skill, training, receptivity of employees to technological change, employees' performance feedback and employees' self-determination.

Working climate has an effect on the performance of employees. Payne (2000) cites that this determines how they are satisfied or dissatisfied with the job and its working environment. It also determines how the employees are treated and valued in their

working place, how they are respected and how their issues are properly considered regardless of the issues' magnitude. Motivation plays an important role in a profitable organization. According to Wright (1999), employee motivation in its different forms can be vital for the betterment of the employees' performance. Every type of the motivation has unique effect on performance of employees.

Skill plays an important role in improving confidence of the employee and it also has a critical role in improving the level of performance in any field of the job and ultimately will contribute immensely on performance of the employee. Skill is achieved through training and experience (Whitener, 2001). Job training is also a considerable way of getting positive and professional performance improvements from the employee. Ideal taskforce training plays a profitable role in any organization (Stredwick, 2006).

Regarding receptivity of employees to technological change, Zatzick and Iverson (2006) indicates that the more positive or negative the consequences of newer technologies deployed in the workplace, the more positive or negative will be the climate for technological advancement and, in turn, the more or less receptive employees will be to the deployment of new technologies. That receptivity, we can expect, will influence both employee perceptions about their competencies and their motivation to achieving high performance in the organization.

With respect to employees' performance feedback, Lepak and Snell (1999) observe that the more or less employees perceive they get meaningful performance feedback, the more or less they will perceive they are secure, perceive they have good opportunities to improve their skills, perceive a need to continually learn new skills, and value learning new skills. This will in turn boost their overall performance capacities.

Employees' self-determination is a vital determiner of employee performance. Employees' commitment to organizational goals, that is, is conditioned by employee perceptions about management's concern for employee well-being, which in part is manifested in working conditions. Gelade and Ivery (2003) note that the more or less favorable these working conditions are perceived to be, the more or less employees will be motivated to continually improve their competencies and be inclined to attach importance to having an impact on the performance of their work areas. The study aims to look into perceived factors affecting employee performance in contact centers, so it's imperative to first understand what contact centers actually are.

1.1.4 Jambo Contact Center

Contact centers (also referred to as a customer interaction center or e-contact center) are defined by Cleveland and Mayben (1997) as central points in an enterprise from which all customer contacts are managed. The contact center typically includes one or more online call centers but may include other types of customer contact as well, including e-mail newsletters, postal mail catalogs, telephone, fax, letter, e-mail and increasingly, online

live chat. A contact center is generally part of an enterprise's overall customer relationship management (CRM).

The Jambo Contact Center (JCC) is owned by Safaricom, one of the mobile service providers in Kenya. It is located along Mombasa road at 'Semco' industrial park in Mlolongo area. It cost more than 0.8 billion Kenyan shillings to set up the customer care center for mobile phone subscribers on its network to get quality service regarding their queries. The Jambo contact centre is the latest and ultra modern facility. It is the first of its kind in the whole of Africa. The centre has a seating capacity of more than 1000 staff who works in shifts day and night. The center is designed to act as a medium between the customer and Safaricom to effectively handle and resolve all Safaricom's Prepay and PostPay customers' queries. The call contact center acts as the main interface between Safaricom and its customers (Technology in Africa, 2010). It is through the call center that customers give Safaricom feedback on its products and services, the network and suggestions on how it can improve and its appreciation for the service the company provides.

1.2 Statement of the Problem

Today, employee's performance is influenced by a firm's broader organizational goals derived from perceptions of what the organization views objectives and their attainment to be (Gelade and Ivery, 2003). As such, because of too much focus on organizational opinion of performance, perception of employees regarding this element has been long overlooked (Kabage, 2005). There are factors which are considered important to the

employees in respect to their performance. As outlined by Herzberg (1966) the most critical of these variables include organizational climate, performance feedback, motivation, job satisfaction and skills development. This has resulted in a neglect of limited output of employees since their individual perceptions about performance is not in sync with that of the organization. Muchinsky (2003) notes that, unlike culture, which has deeper roots in the core values, norms, and underlying ideologies of organizations, employee perception is more at the surface and can be more readily altered by managers, supervisors, and those charged with formulating and implementing ideal workplace strategies.

The central focus of this study is Jambo contact center. The competitiveness of contact centers is attributable to its staff in whose hands the value is locked. However, there are a number of factors affecting employee performance in these centers. Furthermore, the taskforce in the contact centers tend to have so much faith in their skills. As such a fraction of the staff often ignores these factors that are continuously responsible for their forward momentum. Another section of the taskforce acknowledges these factors, though with less enthusiasm.

Wakesho (1999) conducted a study on The Impact of Employee perception of Human Resource Management Practices on Productivity, and Corporate Financial Performance in Bamburi Cement Factory. The study found that employees' greater perceived needs to learn new skills determined their levels of competence. Sitati (2007) conducted a study entitled Effect of Employee Perception on Performance of Bata Shoe Factory. Findings

of the study showed that a firm's performance would improve or worsen depending on its employee's perception which in turn would determine its competitiveness in the industry. Kabage (2005) carried out a case study on The Relationship between perceived staff productivity factors in the Plastic Industry and Corporate Performance at Haco industries. The study established that for the firm to build dynamic capabilities and avoid depletion of their stocks of knowledge it must continually look into and act on factors affecting its employees' perception on their performance. Another study by Khamisi and Mutheu (2001) looked into Staff Perception and Job Performance Controversy in Changamwe Oil Refinery. Findings of the study indicated that better perception of the working environment among the workforce can be expected to directly lead to greater labor productivity. On the international scale, Becker and Gerhart (1999) carried out a study entitled The Impact of Employee Perception on Organizational Performance: Progress and Prospects. Benner and Tushman (2002) conducted a study on Employee perception and its effect on productivity. Bowen and Ostroff (2004) carried out a study on Understanding HRM—firm performance linkages: The role of employee perception in the HRM system. Colbert (2004) did an investigation into the complex resource-based view: Implications of perception and practice in strategic human resource management.

However, to the best of my knowledge, none of the local or international studies have looked into the perceived factors affecting employee performance in contact centers. This study aimed to bridge the gap by examining the perceived factors affecting employee performance in contact centers, with particular reference to Jambo contact center in

Nairobi. The study was of the argument that organizations can advance and enable employees to view and experience performance based on their own perspectives.

1.3 Research Objective

The main objective of the study was to establish the employee's perception of factors affecting their performance at the Jambo Contact Center, Nairobi.

1.4 Importance of the Study

The findings obtained from this study are of great benefits to a number of stakeholders. Among the chief beneficiaries of the study include Jambo contact center management; the clientele and upcoming contact centers. The study is also set to contribute to academia.

The management of Jambo contact center will benefit a great deal from this study since the findings of study are in particularly concerned with the company. The management will be able to gain more insights concerning the employees' perspective of performance and how they can influence their overall productivity in the contact center.

The clientele of Jambo contact center will benefit from the findings of the study since they can benefit from the steps taken by the Jambo contact center management towards improving the contact center's employees' working environment.

This study will enlighten on the factors affecting employee perception on performance in Jambo contact center. Following the case of this center, upcoming contact center in Kenya can grasp crucial hints pertaining how these factors interplay to bring forth organizational performance.

Bearing in mind that call centers is a relatively new phenomenon in the local context, and hence it has not been widely researched, then a local insight on the factors affecting employee perception on performance in contact centers will absolutely be a vital contribution to academia.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Literature review is the identification of relevant information to this particular study. It reviews the past studies that help the researcher to understand and identify the problems being studied more appropriately. It also helps the researcher to avoid duplication of previous studies done and to help improve the research methodology from previous studies done. The chapter discusses general issues of perceived factors affecting employees' performance in various organizations.

2.2 Employee Performance

Performance is a human behavior, the result of which is an important factor for individual work effectiveness evaluation. From this view, it could be said that organization's success or failure depends on job performance of the employees in that organization. Muchinsky (2003) indicates that job performance is the set of worker's behaviors that can be monitored, measured, and assessed for achievement in individual level. Moreover, these behaviors are also in agreement with the organizational goals. Staff's job performance is important factor to push forward to be excellent organization.

Armstrong (2007) defines performance simply in output terms – the achievement of quantified objectives. But performance is a matter of not only of what the people achieve but also how they achieve it. High performance result from appropriate behavior, especially discretionary behavior, and the effective use of the required knowledge, skills and competencies. Performance management must examine how results are attained

because this provides the information necessary to consider what needs to be done to improve those results.

The concept of performance has been expressed by Armstrong (2007) as follows: ‘Performance means both behavior and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviors are also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from the results.’ This definition of performance leads to conclusion that when managing performance both inputs (behavior) and output (results) need to be considered.

2.3 Factors Affecting Employee Performance

Employee performance is a factor that influences achievement of organizational goals. Perception on the other hand is “how employees feel about their jobs and different aspects of their jobs. It is the extent to which employees like or dislike their jobs” (Spector, 1997). Perceived factors affecting employee performance can typically be measured in levels and can be examined from multiple viewpoints using multiple constructs or categories. The most critical of these factors as noted by Herzberg (1966) include organizational climate, performance feedback, motivation, job satisfaction, and skill development. Thus, this study will focus on the variables identified by Herzberg (1966) as some of the perceived factors affecting employee performance in the case study.

2.3.1 Work Climate

Aspects of organizational climate contribute to performance through collective forms of affect. It is in the nature of many climate constructs that they reflect processes of cooperation or conflict. Such communal activities or interdependent motives may influence group and organizational performance at the supra- individual level, operating through social norms and mutual reinforcement. This process may be viewed through the concept of “group affective tone” (George and Brief, 1992) – consistent feelings experienced by members of a work team. This group characteristic is thought to influence members’ mental models, decision making procedures and outcomes, collaborative behaviour, and withdrawal behaviours such as absenteeism and staff turnover (George, 1996). For both individual and collective reasons, the association between organizational climate and organizational performance is thus expected to be mediated by affective reactions of employees. This prediction is normally examined, taking overall job satisfaction to illustrate the types of affect which may link climate with performance. It is tested in two ways, first through hierarchical multiple regression analyses for individual aspects of climate, and second through an overall comparison between each aspect’s overlap with job satisfaction and its association with company productivity (Griffeth, et al, 2000).

2.3.2 The Concept of Motivation

According to Frunzi et al (1997), motivation is the process of satisfying internal needs through actions and behaviours. Motivation is not something a person is born with or without, but rather is something that can be enhanced or developed. Motivation affects individuals differently, so managers must understand the process, theories, and

fundamental components of motivation in order to motivate effectively. To understand motivation, it is also necessary to recognize differences among people and be cautious not to assume they share similar preferences. This will necessitate looking at the kind of perceptions they have on the reward package offered by a company.

Ivancevich (2004) defines motivation as a set of attitudes and values that predisposes a person to act in a specific goal-directed manner. On motivating employees Ivancevich points out that most of the focus has been on money, from Aristotle through Frederick W. Taylor, the father of scientific management theory. Philosophers, scientists, industrial engineers, and managers believe that money was the only thing that motivates. Beginning with the 1930s, sociologists, psychologists and other human relations theorists theorized that all kinds of cognitive and cognitive processes also affect the relationships between pay and motivation (Koys, 2001). Organizations offering benefits have moved a long way in trying to offer both monetary and non monetary benefits. It has been out of the realizations that employees have different needs in life. What the organizations are faced with today is the question of making the benefits offered relevant and meaningful to the employees in order to heighten their performance for the well being of organizational productivity (Isen and Baron, 1991).

2.3.3 Skills and Receptivity to New Technologies

The psychological states of employees' performance capacities are a function of employees' cognitive responses to 'knowledge and skill development' climates and supporting workplace factors. Performance capacities are conceptualized as including

the psychological states of one's 'competence' (how well job tasks are performed) and 'impact' (importance of how well job tasks are performed on the performance of one's work area). Validated in the employee empowerment literature, these psychological states are strong predictors of actual performance outcomes (Spreitzer, 1995). As developed herein, multifaceted knowledge and skill development climates are characterized by highly complex, reciprocal relationships among several salient facets. These facets shape employee cognitions about the value and need for learning new skills, about receptivity to the diffusion of new technologies and associated management processes, and about the opportunities available to learn new skills. Supporting workplace factors, on the other hand, capture employee perceptions about the specific work they perform and the conditions under which they perform their jobs (Spreitzer, Kizilos & Nason, 1997)

Various facets of knowledge and skill development climates are highly interrelated, especially between employee receptivity to new technologies and both the degree to which employees value learning new skills and perceived opportunities to learn new skills. According to Thomas and Velthouse (1990) there is evidence that indicates that the combined effects of these multifaceted climates on perceived performance capacities, however, are largely channeled through employee perceptions about the value and need to learn new skills. Supporting workplace factors, furthermore, are found to be highly interrelated with knowledge and skill development climates and the meaningfulness of the work one performs is found to highly influence performance capacities (Whitener, 2001)

2.3.4 Performance Feedback

Behavior is goal directed and that employees need task performance feedback so that they can evaluate and adjust their performance in light of performance goals or standards articulated by management (Kopelman, et al, 1990). It follows that, climates within which employees receive more regular and meaningful feedback from their supervisors about how well they are doing in light of what supervisors are seeking to achieve in their respective work areas, the better able are employees to evaluate their competencies and the importance of doing their jobs well on the success of their work areas. According to Denison (2001), the greater the effort management is seen making to provide meaningful feedback, moreover, the stronger is the sense employees will have that management is committed both to achieving continuous improvements in performance and to having employees fully participate in achieving their work area's performance goals.

Furthermore, employee perceptions about performance feedback influence and are influenced by other facets of knowledge and skill development climates. On the one hand, the more or less employees perceive they get meaningful performance feedback, the more or less they will: Perceive they are secure; perceive they have good opportunities to improve their skills; be receptive to new technologies; perceive a need to continually learn new skills; and value learning new skills. On the other hand, the more or less favorably employees perceive each of the above facets to be, the more or less they will perceive they get meaningful performance feedback (Ashkenasy and Wilderom, 2000)

2.3.5 Employees' Job Satisfaction

Job satisfaction implies that if the employees have high job satisfaction, they would be happy and put more effort to get their job done as well as they can. On the other hand, if employees have low job satisfaction since they might think that their own needs could be negligent by organization, they would be bored, show lack of willingness to work, have high conflict, absenteeism, etc (Warr, 1999). This would definitely affect their job performance. Judge et al (2001) demonstrated that employees' overall job satisfaction is on average correlated (after corrections for measurement unreliability) with their work performance. Staw et al (1994) found that positive emotion at work predicts subsequent employee performance, controlling for prior performance, education level, age and gender. Negative effect in terms of job-related tension is associated with poorer work performance (Jamal, 1984). For the third salient behavior in the model by Kopelman and colleagues, measures of job satisfaction are significantly associated with discretionary behaviors classed as "organizational citizenship": helping, loyalty, compliance and so on (Podsakoff et al, 2000).

In this section, empirical studies related to perceived factors affecting employee performance are reviewed. Sitati (2007) conducted a study on Effect of Employee Perception on Performance of Bata Shoe Factory. The study sought to find out how employee perception affected their performance. The study established that Perception of employee's working environment significantly affected their job performance. Positive perception influenced the staff to move in the right direction leading them to be successful in the long run. Findings of the study also showed that a firm's performance

would improve or worsen depending on its employee's perception which in turn would determine its competitiveness in the industry.

Wakesho (1999) conducted a study on The Impact of Employee perception of Human Resource Management Practices on Productivity, and Corporate Financial Performance in Bamburi Cement Factory. The study found out that employees' greater perceived needs to learn new skills determined their levels of competence; and the grim reality of the negative perception on human capital meant the outstanding overall performance of the organization was not sustainable in the longer term.

A study conducted by Saetang, et al (2010) sought to gain insights on Factors Affecting Perceived Job Performance among Staff: A Case Study of Ban Karuna Telecommunication Center. The main objectives of this research were (1) to determine the relationships among organizational factors (goal setting, and role ambiguity), personal factor (job satisfaction), and perceived job performance, and (2) to determine the predictive power of organizational factors (goal setting, and role ambiguity), and personal factor (job satisfaction) on perceived job performance. Findings of the study indicated that: role ambiguity was the most important factor that was an influence on perceived job performance. However, both goal setting and job satisfaction were not severe factors to affect job performance of staff of Ban Karuna.

Kabage (2005) carried out a study on The Relationship between perceived staff productivity factors in the Plastic Industry Sector and Corporate Performance: A case study of HACO industries. The study intended to determine how corporate performance is linked with employee perception. The study found out that employees perceive factors such as motivation, job satisfaction, job involvement, organizational commitment, and experienced support and justice tend to be positively correlated. The study established that for the firm to build dynamic capabilities and avoid depletion of their stocks of knowledge it must continually look into and act on factors affecting its employees' perception on their performance.

A study by Khamisi and Mutheu (2001) looked into Staff Perception and Job Performance Controversy in Changanwe Oil Refinery: An Empirical Assessment. The study sought how employees' perception of their working environment determined their level of performance. The study found out that if the employees have high job satisfaction, they would be willing and put more effort to get their job done as well as they can. Findings of the study further indicated that better perception of the working environment among the taskforce can be expected to directly lead to greater labor productivity. Becker and Gerhart (1999) carried out a study entitled The impact of employee perception on organizational performance: Progress and prospects. The study aimed at looking into the correlation between employee perception and corporate productivity. The study established that staff's perception in the job environment is important factor as each staff's job performance influences the group or team performance and overall organizational effectiveness.

Other factors that have been found to affect employee performance are role ambiguity and role conflict. Role ambiguity refers to the lack of specificity and predictability for an employee's job or role functions and responsibility (Beehr, 1976). Unclear role-related information may lead to role ambiguity. Role ambiguity negatively and significantly affects employee creativity. On the other hand role conflict results from two or more sets of incompatible demands involving work-related issues (Kahn et al., 1964). Role conflict could indirectly distract an individual and directly from a team's ability to perform creatively

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the procedures and the methods the researcher employed to carry out the study. The section comprises of the research design, target population, sample and sampling procedure, data collecting instruments, data collection procedures and methods of data analysis.

3.2 Research Design

This study used descriptive survey design in the context of one organization. Survey studies are appropriate to describe and report the way things are and it enabled the researcher to get more detailed information on employee perception on factors affecting their performance at Jambo contact center. They are characterized by systematic collection of data from members of a given population through questionnaires and interviews.

3.3 Target Population

This study targeted all the employees in every department in Jambo Contact Center. The total number of employees in Safaricom Jambo Contact Center is 1342 (Oracle, employee directory). This included all levels of management and officers in different sections within the contact center.

3.4 Sample and Sampling Procedure

Stratified random sampling procedure was used to arrive at the sample of the employees who will take part in the study. The researcher classified the employees into stratas, based on the departments in Jambo Contact Center (that is, call center, support center, quality assurance). The researcher then selected a representative sample of 10% of the total population in each strata (department). This is shown in table 3.1. According to Gay (1996) 10% of the total population is held to be representative. Random sampling was preferred because it eliminates chances of biasness.

No.	Departments in Jambo	Target Population	Sample size (10%)
1.	Call center	1210	121
2.	Support center	55	6
3.	Quality assurance	29	3
4.	Management	48	5
	Total	1342	135

Table 3.1: Sample of the Employees

3.5 Data Collection

In this study, primary sources of data were used to obtain information. Primary data was obtained through structured questionnaires comprising of open ended and closed ended questions that were self administered. The questionnaires were used since they are straightforward and less time consuming for the respondents. They had two main sections that were sub-divided based on the research objective. Section A was meant to capture

the demographic characteristics of the participants (sex, age, working experience) while section B included variables that are meant to satisfy the objective of the study on employee perception on factors affecting their performance in Jambo contact centers.

3.6 Data Analysis

Data was organized and prepared for analysis by coding and entry in the Statistical Package for Social Sciences after checking for completeness and errors. The researcher used descriptive statistics such as frequencies and percentages. Descriptive statistical techniques are preferred because they provide an efficient summary to the data collected making it easier to draw meaningful conclusions. The number of responses (response rate) against the questionnaires sent to participants was determined. Quantitative data was presented in form of tables, charts and graphs for ease of interpretation and comparison. Factor analysis was used to reduce the factor items to a few independent factors.

CHAPTER FOUR: DATA ANALYSIS, RESULT AND DISCUSSION

4.1 Introduction

This chapter presents the data and discussion of the findings, which is presented in tables and figures. The first section presents the response rate and background characteristics of the respondents, that is, sampled employees in Jambo Contact Center. The subsequent section presents data on employee's perception of factors affecting their performance

4.2 Response Rate

The researcher had dispatched a total of 135 questionnaires to the sampled respondents. However out of those, 110 of the respondents are the ones who managed to submit their questionnaires to the researcher. This gives an 81.4% response rate. According to Braun (2006) a response rate of 75% and above is deemed representative.

4.3 Demographic Characteristics

The researcher considered the demographic information of the employees who took part in the study. These demographic characteristics included: Gender, age, and working experience.

4.3.1 Gender

Both female and male employees took part in the study. Their distribution is shown in figure 4.1

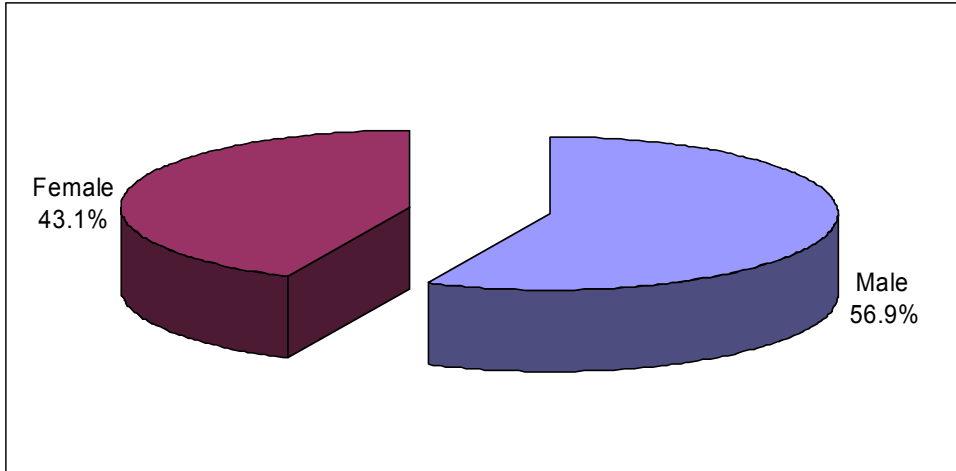


Figure 4.1: Gender of Employees

Figure 4.1 shows that a majority of the employees who took part in the study, 56.9 % were male, and the rest, 43.1 % were female. This may not imply that more male than female employees were sampled to take part in the study, it can be attributed to the random sampling procedure applied by the researcher.

4.3.2 Age

Age of the employees was also determined in the study. Distribution of employees in terms of their age is shown in Table 4.1

Age	Frequency	Percent
31 Years and above	5	4.5
26-30 Years	66	60.0
21-25 Years	39	35.5

Table 4.1: Age of Employees

According to Table 4.1, large number of the employees, 66 (60 %) were aged between 26 to 30 years; 39 (35.5%) were between 21 and 25 years old whereas 5 (4.5%) were aged 31 years and above. These findings signify that majority of the respondents fall within the age of 26 – 30 years of age. This is attributed to the fact that the company employs fresh graduates from college with degree or diplomas

4.3.3 Working Experience

Working experience of the employees in the study was also established. This is shown in Table 4.2

Working Experience	Frequency	Percent
1- 4 Years	74	67.3
5 Years and above	36	32.7

Table 4.2: Working Experience of Employees

Table 4.2 shows that a majority of the respondents, 74 (67.3 %) had worked in the firm for 1 to 4 years, whereas the rest, 36 (32.7 %) had worked for 5 years and above. This shortness in years of experience could be attributed to relatively recentness of contact center trends in the local economy. Furthermore, the employees are between the ages of 26 – 30 years and therefore they are not expected to have a higher experience.

4.4 Employees' Perception of Factors Affecting Their Performance

The study was interested in finding out the employee's perception of factors affecting their performance. To achieve this objective, the employees who took part in the study were first asked to indicate some of the factors they felt affected their performance. They were further asked to point out to what extent each of the aspects of these factors affected them. The respondents were asked to indicate the level of agreement using a likert scale of 1 – 5 where 1 is strongly disagree (SD), 2 is disagree (D), 3 is neutral (N), 4 is agree (A) and 5 is strongly agree (SA), Where a score < 1.4 means SD, 1.5 – 2.4 means Disagreed, 2.5 – 3.4 means Neutral, 3.5 – 4.4 means Agreed and >4.5 Strongly Agree. A standard variation of > 1.5 implies a significant variance meaning there is no consensus in the responses while <1 shows there was no significant variance hence consensus in responses.

4.4.1 Employees' Response on Factors That Affect Their Performance

The employees in the study were provided with a number of factors affecting performance and asked whether they strongly agreed, agreed, were neutral, disagreed or strongly disagreed with them as prevalent in their firm. Their response is shown in table 4.3 using mean and standard deviation.

Factors	Mean	Standard Deviation
Working Environment	4.75	0.45
Motivation	4.68	0.38
Job Satisfaction	4.42	0.69
Performance Feedback	3.8	0.83
Skill Development and receptivity to New Technologies	3.2	1.06
Average of Mean/Standard Deviation	4.19	0.68

Table 4.3: Factors affecting employees' performance

Table 4.3 shows the responses of participating employees on the factors affecting their performance. Majority of the employees represented by a mean of 4.75 and 4.68 strongly agreed that the working environment and motivation are major factors affecting their performance. They also agreed that job satisfaction (4.42) and performance feedback (3.80) affects their performance while skills development and receptivity to new technologies represented by a mean of 3.20, they remained neutral. The average of mean is 4.19 which signify that a majority of the respondents were in agreement with these factors. The average standard deviations for all the factors were relatively low indicating that most of the respondents did not have a significant variance on the answers they gave.

Therefore, working environment, motivation, job satisfaction and performance feedback affect employees performance while skills development and receptivity to new technologies seem to be of least importance in employee performance.

4.4.1.1 Effect of Working Environment on Employees' Performance

The participating employees were first asked to indicate to what extent working environment affected their performance in the organization. Their response is shown in table 4.4

Effect	F	%
To a very great extent	81	73.6
To a great extent	15	13.6
To a little extent	8	7.3
Moderate extent	6	5.5

Table 4.4: The extent to which working environment affects performance of employees

Table 4.4 shows that majority of the employees 81 (73.6%) indicated that working environment affected their performance in the organization to a very great extent, 15 (13.6%) pointed out that it did to a great extent. Those who indicated that it did to a little extent and to a moderate extent were presented by 8 (7.3%) and 6 (5.5%) respectively. This can be concluded that working environment is a key factor and it affects employees' performance to a very great extent at Jambo contact center as expressed by the majority of the respondents.

The employees were further provided with a number of perceived effects of working environment where table 4.5 shows their response by use of mean and standard deviation.

Factors	Mean	Standard Deviation
Connection between pay and performance	4.72	0.15
Promotion and advancement opportunity	4.54	0.46
Job security	4.28	0.53
Overall relationship with your supervisor	3.81	0.64
Workload	4.16	0.89
Physical working environment	4.14	0.91
Relationship with your peers	2.96	0.79
Flexibility of working hours	3.12	1.13
Understanding of the organization mission	2.60	1.06
Average of Mean/Standard Deviation	3.81	0.73

Table 4.5: Effect of working environment on employees' performance

Table 4.5 shows the responses of participants on effect of working environment on employees' performance. A majority of the respondents represented by a mean of 4.72 and 4.54 strongly agreed that connection between pay and performance and promotion and advancement opportunity affects employee's performance as part of working environment. They also agreed that job security (4.28), overall relationship with supervisor (3.81), workload (4.16), and physical working environment (4.14) are factors affecting their performance in working environment. The employees remained neutral on flexibility of working hours with a mean of 3.12, relationship with peers with a mean of 2.96 and understanding of the organization mission as effects of working environment on their performance with a mean of 2.60. The respondents perceived working environments as affecting their performance to a great extent with an average mean score of 3.81. The

standard deviation for all the factors was relatively low indicating that most of the respondents did not have a significant variance on the answers they gave.

Therefore, majority of employees agreed that connection between pay and performance, promotion and advancement opportunity, job security and overall relationship with your supervisor are the major working environment factors that affect their performance. However, they seem to think that flexibility of working hours, relationship with peers and understanding of the organization mission are of least importance as effects of working environment on their performance.

4.4.1.2 Effect of Motivation on Employees' Performance

The respondents were provided a number of perceived effects of motivation and asked to indicate the level of agreement as prevalent in Jambo contact center. Their response is shown in table 4.6 by use of mean and standard deviation.

Factors	Mean	Standard Deviation
Motivated employees feel satisfied and commit themselves to better and improved performance	4.69	0.32
Motivation reinforces desired workplace behaviors thus enhancing performance	4.35	0.55
Motivation brings meaning and add value to employees in life and at work	4.04	0.97
Motivation influences organizational turnover and absenteeism	3.04	0.89
Average of Mean/Standard Deviation	4.03	0.69

Table 4.6: Effect of motivation on employees' performance

Table 4.6 shows the responses of participants on effect of motivation on employees' performance. Majority of the employees represented by a mean of 4.69 strongly agreed that motivated employees feel satisfied and commit themselves to better and improved performance as an effect of motivation on employees' performance. They also agreed that motivation reinforces desired workplace behaviors thus enhancing performance and motivation brings meaning and add value to employees in life and at work with a mean of 4.35 and 4.04 respectively. On motivation influences organizational turnover and absenteeism, the employees remained neutral with a mean score of 3.04. The respondents generally agreed that motivation affects their performance with a mean average of 4.03. The average standard deviation was relatively low (0.69) indicating that most of the respondents did not have a significant variance on the answers they gave.

Therefore, motivated employees feel satisfied and commit themselves to better and improved performance, motivation reinforces desired workplace behaviors thus enhancing performance and Motivation brings meaning and adds value to employees in life and at work are the main factors of motivation that affect employees' performance. However, the employees felt that motivation influences organizational turnover and absenteeism is of least importance as effect of motivation on their performance.

4.4.1.3 Effect of Job Satisfaction on Employees' Performance

The respondents were provided with a number of perceived effects of job satisfaction and asked to indicate the level of agreement as prevalent in the firm. Table 4.7 below shows their response in mean and standard deviation.

Factors	Mean	Standard Deviation
Job satisfaction reduces job-related tension which is associated with poorer work performance	4.28	0.32
Job satisfaction triggers positive emotion at work thereby improving employee performance	3.93	0.68
Lack of job satisfaction among employees makes them be bored making them unwilling to work	4.06	0.99
Job satisfaction reduces levels of work absenteeism	3.06	0.68
Average of Mean/Standard Deviation	3.83	0.68

Table 4.7: Effect of job satisfaction on employees' performance

Table 4.7 shows the responses of participants on effect of job satisfaction on employees' performance. A majority of the employees represented by a mean of 4.28 agreed that job satisfaction reduces job-related tension which is associated with poorer work performance affects their performance. They also agreed that job satisfaction triggers positive emotion at work thereby improving employee performance and lack of job satisfaction among employees makes them be bored making them unwilling to work represented by an average mean of 3.93 and 4.06 respectively as job satisfaction factors affecting their performance. The respondents remained neutral on job satisfaction reduces levels of work absenteeism as an effect of job satisfaction on employees' performance with a mean of 3.06. The effect of Job satisfaction on employee satisfaction had an average mean of 3.83 showing that the employees agree that job satisfaction affects their

performance. The average standard deviation was relatively low at 0.68 indicating that most of the respondents did not have a significant variance on the answers they gave.

Therefore, Job satisfaction reduces job-related tension which is associated with poorer work performance, job satisfaction triggers positive emotion at work thereby improving employee performance and lack of job satisfaction among employees makes them be bored making them unwilling to work emerges as the major affects of job satisfaction on employee's performance. However, the respondents felt that Job satisfaction reduces levels of work absenteeism is of least importance as effect of job satisfaction to their performance.

4.4.1.4 Effect of Performance Feedback on Employees' Performance

The respondents were provided with a number of perceived effects of performance feedback on employee performance and asked to indicate the level of agreement as prevalent in Jambo contact center. Their response is shown in table 4.6 by use of mean and standard deviation. Their response is shown on table 4.8 below.

Effect	Mean	Standard Deviation
performance feedback enhances their continuous improvements in performance	4.78	0.25
performance feedback enables employees to evaluate their competencies for the success of their work area	4.61	0.44
performance feedback helps employees evaluate and adjust their performance in light of performance goals or standards articulated by management	4.32	0.41
feedback makes employees feel appreciated when it is the mistakes or the good behaviors that are emphasized on and not individuals	3.32	0.69
performance feedback provides employees with job security	2.60	1.09
Average of Mean/Standard Deviation	3.92	0.58

Table 4.8: Effect of performance feedback on employees' performance

According to table 4.8 above, a majority of the employees in the study strongly agreed that performance feedback enhances their continuous improvements in performance and performance feedback enables employees to evaluate their competencies for the success of their work area as represented by mean of 4.78 and 4.61 respectively. They also agreed that performance feedback helps employees evaluate and adjust their performance in light of performance goals or standards articulated by management (4.32). They remained

neutral on feedback makes employees feel appreciated when it is the mistakes or the good behaviors that are emphasized on and not individuals (3.32) and performance feedback provides employees with job security (2.60). The respondents generally agreed that performance feedback affects their performance with a mean average of 3.92. The average standard deviation was relatively low at 0.58 indicating that most of the respondents did not have a significant variance on the answers they gave.

Therefore, feedback enhances employee's continuous improvements in performance, performance feedback enables employees to evaluate their competencies for the success of their work area and performance feedback helps employees evaluate and adjust their performance in light of performance goals or standards articulated by management are the main factors of performance feedback which affect employees' performance. However, the respondents felt that feedback makes employees feel appreciated when it is the mistakes or the good behaviors that are emphasized on and not individuals and performance feedback provides employees with job security are of least importance as effect of performance feedback to the employee's performance.

4.4.1.5 Effect of Skill Development and Receptivity to New Technologies on Employees' Performance

The respondents in the study were provided with a number of perceived effects of skill development and receptivity to new technologies and asked to indicate their level of agreement as affecting their performance. Their response is shown in table 4.9.

Factors	Mean	Standard Deviation
Skill development and receptivity to new technologies determine employee motivation to achieving high performance in the organization	4.70	0.73
Receptivity to new technologies offers employees with meaningfulness of the work they perform, thereby influencing performance	4.28	0.54
Receptivity to new technologies influences employee perceptions about their competencies	4.05	0.89
Skill development is a strong predictor of employees' actual performance outcomes	3.69	0.98
Average of Mean/Standard Deviation	4.18	0.79

Table 4.9: Effect of skill development and receptivity to new technologies on employees' performance

Table 4.9 shows the responses of participating employees on effect of skill development and receptivity to new technologies on employees' performance. Majority of the employees represented by a mean of 4.70 strongly agreed that Skill development and receptivity to new technologies determine employee motivation to achieving high performance in the organization. They also agreed that Receptivity to new technologies offers employees with meaningfulness of the work they perform thereby influencing performance, Receptivity to new technologies influences employee perceptions about their competencies and skill development and Skill development is a strong predictor of employees' actual performance outcomes as indicated by the average mean of 4.28, 4.05 and 3.69 respectively. The average mean of factors affecting Skill development and receptivity to new technologies was 4.18 implying that majority of the respondents

agreed that these factors affected their performance. The average standard deviation was relatively low at indicating that most of the respondents did not have a significant variance on the answers they gave.

Therefore, the findings imply that skill development and receptivity to new technologies determine employee motivation to achieving high performance in the organization, Receptivity to new technologies offers employees with meaningfulness of the work they perform thereby influencing performance, Receptivity to new technologies influences employee perceptions about their competencies and Skill development is a strong predictor of employees' actual performance are the main effects of skills development and receptivity to new technologies on their performance.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter provides the summary of the findings from chapter four, and also it gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study is to establish the employees' perception of factors affecting their performance at Jambo Contact Center, Nairobi.

5.2 Summary of Findings

The main purpose of this study was to investigate the employee's perception of factors affecting their performance. The study was guided by this research objective: To establish the employee's perception of factors affecting their performance at the Jambo Contact Center, Nairobi

This study used descriptive survey design. This design was used in this study since it was appropriate to describe and report the way things are and would enable the researcher to get more detailed information on employee perception on factors affecting their performance at Jambo contact center. Stratified random sampling procedure was used to arrive at the sample of employees. The sample consisted of 135 employees. The researcher used SPSS (Statistical Package for Social Sciences) to process the collected data. Descriptive statistics such as mean and standard deviation were used to summarize the data.

More male than female employees took part in the study apparently due to the random sampling procedure utilized in the survey. Majority of the respondents fell within the age of 26 – 30 years of age, presumably because the company employs fresh graduates from college with degree or diplomas. Majority of the respondents had worked in the firm for 1 to 4 years apparently due to the relatively recentness of contact center trends locally, and again due to the fact that at this majority age the employees are not expected to have a higher experience. The analysis of the data enabled the researcher to come up with the following major findings. The study established that the key factors that affect employees' performance are working environment, motivation, job satisfaction and performance feedback while skills development and receptivity to new technologies seem to be of least importance in employee performance

Working environment was found to affect employees' performance at Jambo contact center to a great extent mainly in terms of connection between pay and performance, promotion and advancement opportunity, job security and overall relationship with your supervisor. However, flexibility of working hours, relationship with peers and understanding of the organization mission seemed to be of least importance as effects of working environment on the employees' performance.

Motivation was also found to affect employees' performance to a large extent. The effects of motivation are that motivated employees feel satisfied and commit themselves to better and improved performance, motivation reinforces desired workplace behaviors thus enhancing performance and motivation brings meaning and adds value to employees

in life and at work. However, the respondents felt that motivation influences organizational turnover and absenteeism is of least importance as effects of motivation on the employees' performance.

The key effects of job satisfaction on employees' performance at Jambo contact center were found to be that job satisfaction reduces job-related tension which is associated with poorer work performance, job satisfaction triggers positive emotion at work thereby improving employee performance and lack of job satisfaction among employees makes them be bored making them unwilling to work. However, the respondents felt that Job satisfaction reduces levels of work absenteeism is of least importance as effects of job satisfaction on their performance.

Other factors were performance feedback, and skill development and receptivity to new technologies. Performance feedback was found to affect employees' performance to a large extent mainly because feedback enhances employee's continuous improvement in performance, it enables employees to evaluate their competencies for the success of their work area and it helps employees evaluate and adjust their performance in light of performance goals or standards articulated by management. However, the respondents felt that feedback makes employees feel appreciated when it is the mistakes or the good behaviors that are emphasized on and not individuals and performance feedback provides employees with job security are of least importance as effects of performance feedback on the employees' performance.

Skill development and receptivity to new technologies also affects employee's performance where skill development and receptivity to new technologies determine employee motivation to achieving high performance in the organization, offers employees with meaningfulness of the work they perform thereby influencing performance, influences employee perceptions about their competencies and Skill development is a strong predictor of employees' actual performance.

5.3 Conclusions

Employees are the most valuable asset in any organization. Therefore, a successful and highly productive business can be achieved by engaging employees in improving their performance (Parker et al 2003). This can only be achieved by establishing the factors that employees perceive as crucial when it comes to their performance. This study proved not only that the employees' insights and suggestions are invaluable but that they were all eager to participate and voice their thoughts on what they perceive as factors affecting their performance. Engaging the workforce and measuring their perceptions of performance, identifying the overarching factors and addressing the most significant factors, may not only lead to a motivated workforce and overall performance, but may also help attract and retain more employees in the contact centers.

Therefore the study concludes that employees' perceptions on factors affecting their performance should be taken into consideration by the management when addressing performance concerns. By involving the employees, the management will have a dedicated and motivated workforce working towards common goal and objectives.

5.4 Recommendations for Policy and Practice

The following recommendations were made to various relevant stakeholders concerning employee's perception of factors affecting their performance. These stakeholders are namely: Contact centers management, contact centers employees, and other organizations

Contact centers management must align the working environment with changing, dynamic and culturally diverse workplace. Thus, understanding relationship between working environment and employees is the key to improving their company's ability to perform effectively and move forward. The management should also increase employee motivation- motivation can lead to superior performance, creativity and innovation and excellent value creation for the organization.

Contact centers employees should form an internal employees body that caters for their welfare and through which their concerns are catered for. Through this way some of their pertinent issues regarding different perceptions could be met.

Management and employees of other organizations should use this study as a blueprint on the factors affecting employee perception on performance. They will therefore grasp crucial hints pertaining how these factors interplay to bring forth organizational performance.

5.5 Limitation of the Study

This study was conducted at Jambo contact center Nairobi where business operations are carried out on a 24 hour basis. As such, it was difficult to meet some respondents due to changes in shift patterns. A big potential number of employees could have been left out especially those in night shifts. Some respondents were suspicious on the questionnaires but were assured on confidentiality of the information. The study was conducted using a pre-determined questionnaire. This hindered employees from freely and widely expressing their views.

5.6 Suggestion for Further Research

Since perceived factors affecting employee performance are vast and broad, exhaustive research cannot be done when taking a holistic approach of these factors. Therefore, further studies should be done by taking each individual factor which would bring out an exhaustive and most comprehensive view of the relationship between these factors and employees' performance. The study also recommends that further studies be done on other contact centers in Kenya since different companies have different work environment and these factors might have different effect on such companies.

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APPENDICES

APPENDIX I: Letter of Introduction

University of Nairobi

Dear Employees,

I am an MBA student at The University of Nairobi. I am glad to inform you that you have been selected to participate in this study investigating the employee perceptions on factors affecting their performance at Jambo Contact Center, Nairobi. Your responses will be used for research purpose only and your identity kept confidential. You are kindly requested to sincerely respond to the items on the questionnaire. Please read and answer the questions by putting a tick within the brackets in front of your response to the question, some questions require answers to be written down in the spaces provided.

Your assistance will be highly appreciated.

Thank you.

Yours faithfully,

Henry Kamau.

APPENDIX 2: Questionnaire

Section A:

Background Information

1. Sex

- a) Male
- b) Female

2. Age

- a) 21-25 years
- b) 26-30 years
- c) 31-35 years
- d) 36-40 years
- e) 40 and above

3. Working experience

- a) 1-4 Years
- b) 5 Years and Above

Section B:

Factors Affecting Employee Performance in Jambo Contact Center

4. Please indicate whether the following are some of the factors you feel that affect your performance as an employee

a) Motivation

Strongly agree Agree Neutral Disagree Strongly agree

b) Skill Development and receptivity to New Technologies

Strongly agree Agree Neutral Disagree Strongly agree

c) Performance Feedback

Strongly agree Agree Neutral Disagree Strongly agree

d) Job Satisfaction

Strongly agree Agree Neutral Disagree Strongly agree

e) Working Environment

Strongly agree Agree Neutral Disagree Strongly agree

Any other (Please specify)

5. If motivation has an effect on your performance, indicate to what extent the following aspects of this factor affect you

No	Factor	Strongly agree	Agree	Neutral	Disagree	Strongly agree
a)	Motivation reinforces desired workplace behaviors thus enhancing performance					
b)	Motivation brings meaning and add value to employees in life and at work					
c)	Motivation influences organizational turnover, and absenteeism					
d)	Motivated employees feel satisfied and commit themselves to better and improved performance					

Any other (Please specify)

6. Please indicate whether you either strongly agree (SA), agree (A), neutral (N), disagree (D) or strongly disagree (SD) with the following as effects of skill development and receptivity to new technologies on employees performance

No.	Statement	SA	A	N	D	SD
a)	Receptivity to new technologies influences employee perceptions about their competencies					
b)	Skill development and receptivity to new technologies determine employee motivation to achieving high performance in the organization					
c)	Receptivity to new technologies offers employees with meaningfulness of the work they perform, thereby influencing performance					
d)	Skill development is a strong predictor of employees' actual performance outcomes					

Any other (Please specify)

7. Please indicate whether you either strongly agree (SA), agree (A), neutral (N), disagree (D) or strongly disagree (SD) with the following as effects of performance feedback on employees performance

No.	Statement	SA	A	N	D	SD
a)	Performance feedback helps me evaluate and adjust my performance in light of performance goals or standards articulated by management					
b)	Performance feedback enables me to evaluate my competencies for the success of my work area					
c)	Performance feedback enhances my continuous improvements in performance					
d)	Performance feedback provides me with job security					
e)	Feedback makes me feel appreciated when it is the mistakes or the good behaviors that are emphasized on and not me as a person					

Any other (Please specify)

8. Please indicate whether you agree or disagree with the following aspects of job satisfaction affect your performance as an employee

No	Aspects	Strongly agree	Agree	Neutral	Disagree	Strongly agree
a)	Job satisfaction reduces levels of work absenteeism					
b)	Job satisfaction reduces job-related tension which is associated with poorer work performance					
c)	Job satisfaction triggers positive emotion at work thereby improving employee performance					
d)	Lack of job satisfaction among employees makes them be bored making them unwilling to work					

Any other (Please specify)

9. Please indicate the extent to which working environment affects your performance as an employee in this organisation.

- To a very great extent
- To great extent
- To a moderate extent
- To a little extent
- To no extent

Please indicate the extent to which on each of the following factors about working environment affect your performance

	Strongly agree	Agree	Neutral	Disagree	Strongly agree
Connection between pay and performance					
Workload					
Flexibility of working hours					
Physical working environment					
Opportunity for advancement					
Job security					
Ability to influence decisions about you					
Promotion and advancement opportunity					
Overall relationship with your supervisor					
Your relationship with your peers					
Your understanding of the organization mission					

Thank you, for your cooperation