

**RELATIONSHIP BETWEEN QUALITY OF WORK LIFE AND
EMPLOYEES PERCEPTIONS OF PERFORMANCE AT SAFARICOM'S
JAMBO CONTACT CENTER IN 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.

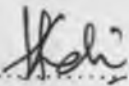
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To all the staff of Jambo Contact Center who responded to my questionnaire, I am grateful for their time, support and their willingness to share information with me. I appreciate their valuable assistance without which the final output of this research paper would have been in vain. God bless you.

DEDICATION

I dedicate this project work to my family. You have always believed in me, thank you for all the support you provided.

ABSTRACT

Today, due to much focus on employees' performance, quality of work life and how it relates to employee performance in Contact Centre has been long overlooked. As such this study aims to determine the relationship between the quality of work life and employees perceptions of performance. The study was guided by one prime objective, that is: to determine the relationship between the quality of work life and employees perceptions of performance at Safaricom's Jambo Contact Centre, 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 146 employees who took part in the study. Quantitative data was coded and analyzed using SPSS, version 18 and presented in frequencies and percentages in tables and figures with accompanying descriptive details.

The study established that the factors that contribute to quality of work life at the Safaricom Jambo Contact Centre are working environment, relation and co-operation, training and development, compensation and rewards, management, involvement, team work, motivation and communication. While analysing the relationship between quality of work life and perceived employees performance, the study established that there was a strong correlation among all the quality of work life variables tested to employees performance .The study concluded that variables that contribute to a better quality of work life should be taken into consideration by the management when addressing performance concerns. On the basis of the study, it was suggested that further studies should be done by taking each individual factor which would bring out an exhaustive and most comprehensive view of the relationship between the quality of work life and employees' performance and further studies should be done on other contact centers in Kenya.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

It is the quality of the employee's work life that most impacts on the level of employee's motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation, and collaboration with other employees, absenteeism and ultimately, how well they perform (Nash, 1985). A fast changing and more competitive work environment mean that, organizations will have to develop good quality of work life. This will be achieved through such approaches as: personal development programs, increased teamwork and cooperation across all levels of the organization including labor/management partnership councils, and the commitment to doing a good job and quality performance (Cooper, 2006).

Quality of work life is an appropriate human resource management strategy for enhancing employees performance (Pranee, 2010). The term quality of work life gained importance in human resource management in the late 1960s as a way of concerns about effects of job/work on health and general well-being and ways to positively influence the quality of a persons work experience. Up until the mid 1970s, employers concern was on work design and working conditions improvement. However, in the next decade of 1980s, quality of work life included other aspects that affect employees' job satisfaction and productivity and these aspects are, reward systems, physical work environment, employee involvement, rights and esteem needs (Cummings and Worley, 2005). However the radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good company is defined. The trend in past was to include, financial figures in defining "a good company". Latest

trends like, ethics, quality of work life (QWL) and job satisfaction are now considered important predictors of sustainability and viability of business organizations.

According to Armstrong (2007), there is mistaken impression that the level of employee performance on the job is proportional to the size of the employee's pay package. Although this may be true in a minority of cases, numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short-term effect. The extra money soon comes to be regarded not as an incentive but as an "entitlement". There are other factors that when combined provide a more powerful determinant of employee performance. The quality of the employee's work life impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job.

1.1.1 Concept of Quality of Work Life

Recently Serey (2006), observed in his research on quality of work life, that career growth opportunity is a crucial factor determining constructs of quality of work life. He concluded that quality of work life includes: an opportunity to realize one's potential and utilize one's talents, to excel in challenging situations that require decision making, taking initiative and self-direction; a meaningful activity perceived worthwhile by the individuals involved; an activity in which one has clarity of role necessary for the achievement of some overall goals; and a feeling of belongingness and pride associated with what one is doing and moreover doing it well. This aspect of meaningful and satisfying work is generally integrated with aspects of career related variables, and assumed to be more favorable to quality of work life. Beukema (1987) suggested

quality of work life is the extent to which employees are able to shape their jobs actively, in accordance with their options, interests and needs. It is the measure of power given by management to its employees to reshape their work. In other words, an employee has the full freedom to design his job functions commensurate with his personal needs and interests. This definition focuses upon the individual's choice of interest in carrying out the task. However, this definition reflects a slightly different approach than the former which stresses on the organizational efforts to reshape the job to meet employee's interest.

An organization may not be able to fulfill the personal needs and meet expectations of each employee. However if the organization is flexible where employees can exercise appropriate authority to redesign work activities to their satisfaction, then the probability is that the work activities are able to fulfill employees needs resulting in enhanced organizational performance. Lau, Wong, Chan and Law (2001) defined quality of work life as the favorable working conditions that support and enhance satisfaction by providing employees with rewards, job security and career growth opportunities. Indirectly the definition reflects that an employee who is not satisfied with reward may be satisfied with the job security and may be possibly enjoying the career growth opportunity available in the organization for personal as well as professional growth. It can be concluded from the above discussions about Quality of work life definition, that Quality of work life is a multi-dimensional construct that inculcates variety of interrelated factors. It includes job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between professional and personal life as described by European Foundation for the Improvement of Living Conditions (2002).

1.1.2 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).

Kotler (1997) explains perceptions as a process through which people in choosing, organizing and interpreting information in order to form a meaningful picture of the world. According to Serey (2006) is the process of person perception in understanding the environment that involves organizing and interpretation as stimuli in a psychological experience. Perception is an internal process that allows us to choose, organize, and interpret stimuli from our environment, and the process is affecting us (Jamal 1984). According to Robbins (1996) perception can also be interpreted as a process by which individuals organize and interpret their sensory impressions to give meaning to their environment. Perception assist individuals in selecting, managing, storing,

and interprets stimuli into a whole world picture and meaning. Because each person is giving their own meaning to the stimulus, the individual can differ in seeing the same thing in different ways.

1.1.3 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. Human resource practice; Michael 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).

Hammer, Champy & Deming, (1993) agreed that high performance work environments seem to require a change in how the employee functions and that traditional training is not sufficient to effect the change. In their book concerning corporate reengineering, Hammer and Champy have emphasized that jobs in a reengineered work environment are more complex, requiring smart employees who can think independently, make their own rules, make decisions, and generally be self-directed. Hammer and Champy focused on the employee hiring process, mentioned four times in their discussion of employee capability, rather than the development of existing

employees. It is implied that existing employees will develop the skills required by the reengineered environment through a process of education focused on insight and understanding of job responsibilities, rather than solely on training task skills. Employee development in the reengineering process is not thoughtfully addressed. Two of Deming's 14 points of quality management focus on building employee skills (Walton, 1986). Employees must not only be effectively trained to perform their tasks, but also educated in teamwork and quality techniques. Even with the prescribed training, the survey of Oregon businesses (OEDD, 1993) found that employers who use high performance work practices have experienced employee skill deficiencies when implementing the work practices. The question of how to assess and develop the capability of employees to perform successfully in a high performance work environment is not yet adequately addressed.

According to Bates and Horton (1995) Performance is a multi dimensional contrast, the measurement of which varies, depending on a variety of factors. They also state that it is important to determine whether the measurement objective is to assess performance outcome or behavior. Kane (1996) argues that linkage to the strategic goals of the organization; customer satisfaction and economic contribution. A more comprehensive view of performance is achieved if it defined as embracing both behavior and outcomes. This is well put by Brumbrach (1988): performance means both behavior and results. Behaviors emanate from the performer and transform performance from abstraction to action. This therefore means that when one is managing performance of teams and individuals, both input (behavior) and output (results) should be considered. Performance is about how things are done as well as what is done. Employee performance is a central theme within the study of organizational behavior. Employee behavior is thought to be a function of capacity to perform and motivation to act (Hackman,

Lawler, & Porter, 1977; Mitchell & Larson, 1987). Personal variables critical to performance capacity and motive to perform have generally been classified in terms of personality variables, attitudes toward work, level of cognitive function, and level of motivation. All of these variables are construed as intrinsic to the employee.

1.1.4 Quality of Work Life and Employee Performance

Quality of work life and Employee performance often go hand-in-hand. For one thing, most conditions that contribute to performance like equitable salaries, financial incentives and effective employee selection will also contribute to the Quality of work life. In fact, every personal related action affects the Quality of work life in some way (SubbaRao, Neelima Alfred, 2003). A fast changing and more competitive work environment mean that, organizations will have to develop people, and instill commitment and not merely obedience. This will be achieved through such approaches as: personal development programs, increased teamwork and cooperation across all levels of the organization including labor/management partnership councils, and the commitment to doing a good job and quality performance. Skilled based pay and a shared ownership of responsibilities might be two kinds of strategy that will assist in improving performance on the job. There are rising literature that tries to seek the association between quality of work life and work performance. Among the main focus included in this literature is the remuneration aspect. Remuneration aspects such as salary, salary increment, bonuses, allowances, pension and medical benefits are among the best examples that can motivate employee to give their best for their employer. A research entitled “Quality Of Work Life: Implications Of Career Dimensions” (2006) by Raduan,Idrisetal, supports the proposition that the degree of satisfaction in Quality of work life is related to the degree to which the individual believes his or her success criteria have been met.

The studies by Okpara (2004) highlighted differences in remuneration aspects received by the employee will suddenly affect their work satisfaction and work performance. Oshagbemi (2000) identified interpersonal communication aspects frequently are raised as one of the main factors contributing to work performance. Porter and Lawler (1968) identified three types of performance. First is concerning to productivity. Second, concerning ratings of individuals by someone other than the person whose performance is being considered. Self-appraisal and self-ratings become the third type of performance (Mohan and Ashok, 2011). Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey and Blanchard, 1993). The efforts of improving the Quality of work life and humanizing the work force do not show a consistent relationship to productivity. Empirical evidence about the Bolivar (1994) experiment suggests that Quality of work life programmes can lead to improved productivity. The majority of the evidence, points towards increased morale and satisfaction for employees whose work has been “humanized” (Sharma,1984). Quality of work life programmes result in highly self motivated and committed employees. Most approaches to improve the quality of work life have ramifications throughout the organization and possibly outside the organization as well. Excellent participative management, team-work and time management are the most apparent outcomes. Evidence indicates that if Quality of work life programmes are conducted properly, they can yield a substantial return on investment by increasing productivity.

1.1.5 Safaricom Jambo Contact Centre

Safaricom is a leading Mobile network operator in Kenya. It was formed in 1997 as a fully owned subsidiary of Telkom Kenya. In May 2000, Vodafone group – UK; the world's largest telecommunication company, acquired a 40% stake and management Safaricom employs over

3000 people mainly stationed in Nairobi and other big cities like Mombasa, Kisumu, Nakuru and Eldoret in which it manages retail outlets. Currently, it has nationwide dealerships to ensure customers across the country have access to its products and services. As of January 2012, Safaricom boasts a subscriber base of approximately 17million, most of who are in the major cities. 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 center is the latest and ultra modern facility. It is the first of its kind in the whole of Africa. The center has a seating capacity of more than 1000 staff who works in shifts day and night. 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. Safaricom Contact Centre has a conducive working environment to facilitate employee's performance.

1.2 Research Problem

The primary purpose of the organization is to be able to achieve its goals and objectives satisfactorily. The maximum prosperity of both employees and employer is usually seen in relation to performance and productivity (Landen, 1982). For the employer this means increased performance which in turn leads to higher efficiency. For the employee increased performance may lead to valued customers that also lead to maximum prosperity (Taylor, 1947). Much research has been undertaken to ways to increase human productivity (Thomas et al, 1940). Yet in spite of these efforts Quality of work life of employees is still an abstract to most

organizations. Management employs traditional management practices and strategies which are characterized by autocratic management, a tall organizational chart and emphasis on simple, narrow employee skills. Consequently, the employees are shut out of daily running of the organization and employee participation and involvement are typically suppressed. Dankbaar (1997) stated that employee performance and quality of work life are two sides of the same coin, hence the issue of Quality of work life is therefore significant in that an employee's well being on the job grants them certain power, status, dignity and a feeling of well achievement leading to improved job performance. Pranee (2010) stated that there is a generally perception of quality of work life as a systematic approach including autonomous work groups, job enrichment and active-involvement with a focus on improving the satisfaction and productivity of employees. It requires employee commitment to the organization and an environment in which this commitment can flourish. Thus, quality of work life is a holistic approach that includes an individual's job related well-being and the extent to which he is satisfied with the rewards, fulfillment at job and enjoys the absence of stress and other negative personal consequences.

Safaricom Contact Centre has put into place a conducive working environment to ensure that the employees are well equipped with all it takes to perform optimally. The company has ensured that good ergonomic factors are put into place, the offices are spacious, the seats and work stations are of high standards and comfortable for each individual needs. The right policies are put into place to ensure that the management offers support to the staff as required. There are other welfare amenities such as canteen, day care, in-house clinic, training rooms, gym put in place to ensure comfort and motivation to the staff who work under tight schedules and deadlines. Transport has been provided for all the employees to facilitate easy access to the work place. Employees are paid on overtime basis. There is a recreational room equipped with

different games and activities e.g. pool, darts, table tennis and badminton to ensure employees have some recreation time off from the normal work schedules. Despite all these measures put into place, the call center's performance has not been fully achieved. According to an employee survey done in 2011, there are some staff members who continually perform below the expected standards; there are numerous complaints from employees regarding the management style, remuneration, motivation and high stress levels. This in turn has led to high turnover where highly competent staffs leave the company.

Several scholars have studied Quality of work life and its relationship to employee performance. Islam & Sununta (2009) in the study of Quality of work life and its effects on employee performance concluded that a balanced quality of work life is an effective tool for organizational culture change and for performance improvement and also reduces the dissatisfaction and unrest of firm production. Hossain and Islam (1999) with a view to investigate the overall Quality of Working Life, job satisfaction and performance of the Govt. hospital nurses in Bangladesh designed a study and found significant correlation between Quality of Work Life and job satisfaction. Quality of Work Life had the highest contribution to performance. In an attempt to establish an inevitable linkage between the Quality of Work Life and the industrial relations processes, Mankidy (2000) observes that the more positive the Industrial relations processes, the greater the possibility of improved Quality of Work Life. The study concluded that the improved Quality of Work Life will naturally help to improve the family life of the employees and would also improve the performance of the organization. Lau, (2000) conducted a study in Quality of work life and performance: An investigation of two key elements in the service profit chain model and concluded that there was a direct linkage between employee performance, profitability and quality of work life. Chelule (2010) studied the quality of work life programs

and employee satisfaction: A survey of UNICEF employees and concluded that tendencies for humanization of work environments and work relations based on practices, principles and interventions are undertaken by the organization in order to improve quality of work life programs to enhanced satisfaction and performance. Another study by Vloisky and Aguilar (2009) emphasized that stable and secured job have significant and positive relationship with employee work performance. Based on the previous studies, organization policy and management style found to have influence on work performance. It is noted organization support is also an important tool to strengthen employee work performance. Employer should be reminded that if their “main engine” is left working alone without any support or supervision, their performance will be less thus affects the quality of their productivity.

However, to the researcher’s knowledge, none of the local or international studies have looked into the effects of quality of work life to employee perceptions of performance in contact centers. This study aims to bridge the gap by analyzing the relationship between quality of work life and employees perceptions of performance at Safaricom Contact Center.

1.3 Research Objective

To determine the relationship between the quality of work life and employees perceptions of performance.

1.4 Value 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. Safaricom Human Resource department can use this study to put into place better working conditions and policies that will fully assist and support the contact center employees to perform optimally. The findings

will also assist the HR department establish the root cause of poor performance of some of the employees in the contact center department.

The management of Jambo Contact Center and other organizations who run contact centers will benefit a great deal from this study since the findings of study are in particularly concerned with the contact centres. The management will be able to gain more insights concerning how the employee performance is affected by their Quality of work life and how they can influence Quality of work life to improve 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' Quality of work life. The employees will also understand the bigger picture and appreciate the policies and different amenities put in place to ensure that the company meets its overall objective.

This study will enlighten on the relationship between the quality of work life and employee performance in Jambo contact center. Following the case of this center, upcoming contact center in Kenya can grasp crucial hints pertaining how Quality of work life interplay to bring forth employee and 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 relationship between quality of work life and employee perceptions of performance in contact centers will absolutely be a vital contribution to academia.

CHAPTER TWO: LITERATURE REVIEW

2.1 Quality of Work Life

Taylor (1979) suggested Quality of working life to include basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He also viewed other aspects to be equally important such as; authority exercised by employees, employee participation in decision making, fair and equal approach at work, social support, utilizing ones present skills, self growth, a relevant scope of future at work, social relevance of the work or product, effect on extra work activities. Considine and Callus (2002) found in his study that quality of working life could be work place strategies, processes and environment combination, which stimulates employee's job satisfaction. It also depends on work conditions and organization's efficiency. Some of the issues their study included are such as occupational hazards and safety, human resource development through welfare measures, professional training, working conditions and consultative work as well as participative mechanisms. Measures and strategies are focused on concern satisfying the minimal lower needs of employees, such as for example: security, safety, and welfare improving job contents, as well as participation and responsibilities in the decision making process (Pranee, 2010).

Moreover, Quality of work life issues also address elements such as are involved high motivation, morale, healthy industrial relations and cooperation (Pranee, 2010). The Quality of work life could be defined as work place strategies, processes and environment combination, which improves employee's job performance. It also depends on work conditions and organization's efficiency (Akranaviciutė & Ruževicius, 2007; Considine & Callus, 2002). The Quality of work life concept encompasses the following factors: job satisfaction, involvement in work performance, motivation, efficiency, productivity, health, safety and welfare at work,

stress, work load, burn-out etc. these mentioned factors could be defined as physical and psychological results of the work which affect employee (Akranaviciutė & Ruževicius, 2007; Arts et al., 2001). Other authors suggest to involve in this concept more work factors: fair compensation, safe and hygienic working and psychological conditions, knowledge and opportunities to realize one's skills, social integration and relationship, life and work balance, work planning and organization (Akranaviciutė & Ruževicius, 2007; Looij & Benders, 1995).

Cummings (2005) found Quality of work life to be a process of work organizations which enables its members at all levels to actively participate in shaping the organizations' environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of the life at work for employees, thus improving job performance. It is well known that employee intrinsic motivation has an impact on organizational performance and Herzberg et al. (1959) had shown that motivated employees tend to perform better. Company need to find out the factors that influence employees' satisfaction and to ensure their Quality of Work Life (Gilgeous, 1998). The factors that influence and decide the Quality of Work Life are: Attitude, environment, opportunities, nature of job, people, stress level, career prospects, growth and development, risk involved and reward.

Quality of Working Life cannot be attained unless all needs arising in organizational settings are taken care of (Sinha and Sayeed, 1980). As organizations are struggling to survive and become more efficient, an accrued interest has evolved around the concept of professionals working life (Dolan et al., 2008). Quality of Work Life (QWL) should be viewed as a two way process, from organizational perspective it should consider, employee as the most important resource as they are trustworthy, responsible and capable of making valuable contribution and they should be

treated with dignity and respect (Straw and Heckscher, 1984). Whereas from the employee's perspective, Quality of work life should be conceived as a set of methods, such as autonomous work groups, job enrichment, high-involvement aimed at boosting the satisfaction and productivity of workers (Feuer, 1989).

Quality of work life implies a nice and safe work environment. But people want to feel respected at work for what they do and who they are (Goode, 1989). They want good communications with superiors, fellow workers, and customers, other than being part of a team. Above all, people need to feel valued for their skills, knowledge and their participation in the creative improvement process. Without this, people can be comparatively well paid and still be dissatisfied with the quality of their work life (Ronchi, 1981). Kumar and Tripathi (1993) believes Quality of Work Life can be improved through co-operative relationship between employees and managers and also believes that every employee has the ability and right to offer his intelligence and useful inputs into decisions at various levels in the organisations. Quality of Work Life is a process to involve employee at every level of the organisations in the decision about their work and workplace. It refers to the intended outcomes of practicing above philosophy and process with improvements in working condition, working environment, working climate or work culture. The process brings ultimate benefit to individual employee as well as to the organisations through individual development and increasing quality and productivity respectively.

Quality of work life practice involves acquiring, training, developing, motivating and appraising for the best performance of the employees as per organizational objectives. Indeed, core elements of Quality of work life are of working conditions, employee job satisfaction, employees' behavioral aspects, and employees' financial and non-financial benefits, growth and development, and supervision (Lau & May, 1998; Hackman & Oldham, 1980). Job satisfaction

can be understood by explaining people want to come to work. Locke (1976) defined job satisfaction as “a positive emotional state resulting from the appraisal of one’s job or job experiences”. Though various researchers identified it in different ways and conclude that it’s a combination of physiological, psychological and environmental circumstances, the result of this combination is a person’s job satisfaction. Job satisfaction has significant effect on organizational performance in terms of wages, salary, incentives, boss-subordinate relationships, company policy, promotion, jobs itself, co-worker relationship (hygiene factors) (Nash, 1985).

2.2 Employee Performance

Increasing competitive pressures are causing organizations to continually look for ways that make their employees achieve higher level of performance. Nowadays, performance plays a pivotal position in most industries, especially in service settings. To a service business, it is an important way to achieve competitiveness by delivering high-quality services that satisfies customers’ needs. Although both service employees and customers take a share in the success of service transactions, service employees probably have more responsibilities in delivering quality services to their customers. This suggests that the interactive nature of service delivery places service employees in a very critical role in the delivery of quality service, and they should assert as the “service”, “the organization” and “the marketers” (Wilson and Frimpong, 2004). The effectiveness of organizations is determined by the performance of service employees, who are responsible for delivering value to customer and generating revenue. Service providers’ performance, therefore, should be emphasized in the service industry. One of the most important customer groups is not outside the organization at all. The effectiveness of organization is determined by the performance of front-line service employees, who are responsible for delivering value to customers and generating revenue (Li, 2007).

In response to fierce competition of marketplace, growing organization's attention is being devoted to investigate how to attain maximum customer satisfaction via improving their internal employees' performance (Ronchi, 1981). Employee performance generally defines as the behaviors that are related to organizational strategies and under the control of individual employees (Armstrong, 2007). In service settings, employees often have boundary-spanning roles (e.g., front-line service employees) resulting in their being as psychologically and physically close to the organization's customers as they are than other employees. For front-line service employees, their service encounters are the organization's most immediate interface during employee-customer transactions. Services and characteristics are intangible, tend to be produced and consumed simultaneously (Li, 2007).

Therefore, the behavior of employee plays an important role in the process of service delivering and shaping the evaluation of service performance. Researcher defines employee service performance as behaviors that employees serve and help their customers (Liao & Chuang, 2004). Furthermore, the competitive advantage of organizations is gain from better understanding of organizational behavior, strategic planning and fulfilling high performance system (Bharadwaj, 2005). High performance means that systematically pursue higher level of individual and organizational performance involving quality, productivity, innovation rate and cycle time performance (Bharadwaj, 2005). Specifically, effective and efficient performance of front-line employees will be more likely to provide higher level services to customers and achieve financial well-being of the firm in service settings (Voss, Calantone, and Keller, 2005). How to create and sustain superior employee performance has become the heart area for organizations all over the world (Bharadwaj, 2005).

The latest mantra being followed by organizations across the world being – "get paid according to what you contribute" – the focus of the organizations is turning to performance management and specifically to individual performance. Organizations are run and steered by people. It is through people that goals are set and objectives realized. The performance of an organization is thus dependent upon the sum total of the performance of its members. According to Westerman and Simmons (2007) "an organization is like a tune; it is not constituted by individual sounds but by their syntheses. The success of an organization will therefore depend on its ability to measure accurately the performance of its members and use it objectively to optimize them as a vital resource. The Employees today are different. As soon as they feel dissatisfied with the current employer or the job, it affects their work performance.

The performance of an employee is his resultant behavior on task which can be observed and evaluated. It refers to the contribution made by an individual in the accomplishment of organizational objectives. Performance can be possible by satisfying the employee's needs, which can be fulfilled by implementing Quality of work life activities. For creating a performing organization and to sustain the performance, HR orientation needs to be top-down and should also involve the line managers to ensure sustainable peak performance. Quality of work life activities helps the employees to acquire and/or develop technical, managerial and behavioral knowledge, skills and abilities and moulds the values, beliefs and attitudes necessary to perform present and future roles (Mohan & Ashok, 2011).

2.3 Measurements of Employee Performance

Employee evaluations are an important part of maintaining a motivated and skilled workforce. Employer's should evaluate and assess their employees on a regular basis, not only for the company but also for the employee to receive feedback on the quality of work they do. An

evaluation should not only consist of performance metrics, but also behavioral metrics. In addition to gauge the potential growth of a employee the employer should specify some unique characteristics fitting to the industry the company is in. The goal of the evaluation should be to encourage professional excellence from the employees, rather than be used as a tool to point out shortcomings (Armstrong, 2007).

It is argued that the key to achieve the aimed level of performance is to adopt new approaches to performance and performance measurement (Kaplan & Norton, 1992). Balanced scorecard (BSC) is fundamentally a customized performance measurement system that looks beyond traditional financial measures and is based on organization strategy. To evaluate the organizational and employee performance in performance appraisal management processes, the conventional approach measures the performance only on a few parameters like the action processes, results achieved or the financial measures etc. The Balanced scorecard is an approach given by Kaplan and Norton- provides a framework of various measures to ensure the complete and balanced view of the performance of the employees. Balanced scorecard focuses on the measures that drive performance. There are many ways to quantify or evaluate employee performance; manager evaluations, or the traditional performance review conducted by an employee's boss; multisource feedback, such as 360s, in which multiple constituencies including managers, peers, direct reports, and/or customers are asked to evaluate an individual; staffing reviews, in which a management team ranks, evaluates, and discusses a group of employees in their organization; objective performance outcome metrics, for which an employee is held accountable .These four approaches are not mutually exclusive, and most companies use combinations of them (Bharadwaj, 2005).

For the purpose of measuring employee performance, different input forms can be used for taking the feedback from the various sources like the superior, peers, customers, vendors and the employee himself. All the perspectives thus received should be combined in the appropriate manner and to get an overall, complete view of the employees' performance. Observation can also be exercised by the superior to obtain .The most difficult part of the performance appraisal process is to accurately and objectively measure the employee performance. Measuring the performance covers the evaluation of the main tasks completed and the accomplishments of the employee in a given time period in comparison with the goals set at the beginning of the period. Measuring also encompasses the quality of the accomplishments, the compliance with the desired standards, the costs involved and the time taken in achieving the results (Wilson and Frimpong, 2004).

Measuring employee performance is the basis of the Performance appraisal processes and performance management. Accurate and efficient performance measurement not only forms the basis of an accurate performance review but also gives way to judging and measuring employee potential. Organizational outcomes or the achievement of organizational goals should also be kept in mind .Focus on accomplishments and results rather than on activities (Armstrong,2007). Also take note of the skills, knowledge and competencies and behaviors of the employees that help the organisation to achieve its goals. If possible, collect the feedback about the performance of the employees through multi-point feedback and self-assessments. Financial measures like the return on investment, the market share, the profit generated by the performance of the team should also be considered. For an organisation to be an effective organisation and to achieve its goals, it is very important to monitor or measure its' and its employee performance on a regular basis. Acoording to Kaplan and Norton (1992) effective monitoring and measuring also includes

providing timely feedback and reviews to employees for their work and performance according to the pre-determined goals and standards and solving the problems faced. Timely recognition of the accomplishments also motivates the employees and help to improve the performance. Measuring the performance of the employees based only on one or some factors can provide with inaccurate results and leave a bad impression on the employees as well as the organisation. For example: By measuring only the activities in employee's performance, an organization might rate most of its employees as outstanding, even when the organisation as a whole might have failed to meet its goals and objectives. Therefore, a balanced set of measures (commonly known as balanced scorecard) should be used for measuring the performance of the employee (Hakala, 2008).

2.4 Quality of Work Life and Employee Performance

It is commonly believed that employee perceptions of Quality of work life are related to performance in terms of productivity, efficiency and quality. Intuitively, a happy worker is likely to be a productive worker. Extensive prior research on employee motivation has found a weak relationship between employee satisfaction (one part of employee Quality of work life) and employee productivity (Bagozzi & Phillips, 1982; Lawler, 1973). These researchers conclude that the causal direction of the relationship is probably stronger in the converse (i.e., employee satisfaction is more likely to be the result of, rather than the cause of, productivity). Recognition of employee's performance increases the morale of them and stimulates an urge to excel at the work place, spreading cheer to the families and enhancing the social status of the employee. Sometimes, photographs of good performers are displayed and also at felicitation functions publicity in house journals, letter of appreciation- all these increase the morale of the individual and team efforts to boost the quality of work and performance. To maximize enrichment of

quality of work life, the management has to generate team spirit and a sense of involvement among the workers. For instance the activities like celebration of the anniversary of the commissioning the department, by involving all the staff give a sense of togetherness among them. Formation of participative group like quality circles enable the committed work teams, voluntarily take up improvements in their area of work.

Evolving dynamic Human Resource Development strategies also boost the Quality of Work Life of the employees. Human resource development philosophy strongly believes that the workers involved in the process of work are the best qualified to bring about improvements in their area of work (Pranee, 2010). Every worker has creative abilities, which can be tapped through managerial encouragement and support. From this angle the suggestion scheme has emerged as a dynamic Human Resource Development mechanism. While the attraction of awards for the suggestions is an offshoot of the scheme, the satisfaction potential inherent in the implementation of the worker's own ideas of improvement provides the drive and impetus to the improvement efforts in the job, thus enhancing productivity (Walton, 1986).

Remuneration is an important aspect if an organization wants to see their "engine" performing their best. The interpersonal communication aspect such as respecting others, working together, believing others and information sharing if emphasized by the organization, will bring benefit to both sides, the employees and the employer. Candace et al. (2008); Daley (2003) and Madlock (2008) in their researches have concluded that interpersonal communication does have an impact on employees' work performance. Conversely, Litterst and Eyo (1982) have other view where they accentuate on interpersonal communication as a positive element that should be cultivated among the employees in order to reduce any problem that can be caused by miscommunication. Referring to Mastura et al. (2006), work satisfaction and work performance depend on hygiene

and motivation factors. The important hygiene aspects are organization performance and interpersonal communication while the important motivation aspects are responsibility and job promotion. Work environment also has been identified as one of the important determinants for work performance. Working environment such as ergonomics, recent ICTs availability, harmony environment and safety working environment will bring comfort to employees thus providing them a better environment to perform their best. Hardin (1960) in his study had noted that work environment has an impact on work performance while Darlene and Borman (1989) proved that working environment such as physical environment, office colleague, job satisfaction and management supervision can construct work performance.

Another study by Vloisky and Aguilar (2009) emphasized that stable and secured job have significant and positive relationship with employee work performance. Based on the previous studies, organization policy and management style found to have influence on work performance. It is noted organization support is also an important tool to strengthen employee work performance. Employer should be reminded that if their “main engine” is left working alone without any support or supervision, their performance will be less thus affects the quality of their productivity. Westerman and Simmons (2007) indicates that the relationship between personality, work environment, and employee outcomes is interrelated and in need of further examination. The significance of employee goal-orientation preferences in fully mediating the relationship between personality and workplace outcomes provides further evidence to support the contention that the relationship between personality and performance may not be bivariate, and that intervening variables play a substantial role. According to Loscocco and Roschelle, (1991) the most common assessment of Quality of work life is the individual attitudes. This is because individual work attitudes are important indicators of Quality of work life. The ways that

people respond to their jobs have consequences for their personal happiness, the effectiveness of their work organizations and even the stability of society. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace.

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 research 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

The study targeted all the employees in every department in Jambo Contact Center. The total number of employees in Safaricom Jambo Contact Center is 1437 (Safaricom Payroll, 2012). This includes all levels of management and officers in different sections within the contact center.

3.4 Sample Design

The sample used was 146 employees. They were identified using stratified sampling. Jambo Contact Center has 1437 staff, the researcher took 10% of the population which represented 10% of each subgroup, namely management, support staff and agents, as per the below table:

Category	Number of staff	10%
Customer Care Representatives	1249	125
Managers	80	10
Support Staff	108	11
Total	1437	146

3.5 Data Collection

The primary data was collected from employees of Safaricom Jambo Contact Centre through a semi-structured questionnaire .The questionnaire consisted of two parts. Part A consisted of the demographics; Part B consisted of questions relating to the level of employees' work life quality and performance. There were 146 respondents. the questionnaires were administered through drop and pick method.

3.6 Data Analysis

The researcher used descriptive statistics such as mean, frequencies and percentages to analyse variables of quality of work life. To analyse the relationship between quality of work life and employee perceptions of performance the researcher used Pearson correlation method. The researcher used content analysis to analyse qualitative data. Data was organized and prepared for analysis by coding and entry in the Statistical Package for Social Sciences version 18 after checking for completeness and errors. Descriptive statistical techniques are preferred because they provide an efficient summary to the data collected making it easier to draw meaningful conclusions.

CHAPTER FOUR: DATA ANALYSIS, RESULTS ,INTERPRETATION AND DISCUSSION.

4.1 Introduction

This chapter presents the data analysis, results, interpretation 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 objective of the study was to determine the relationship between quality of work life and employees perception of performance at Safaricom Jambo Contact Centre, Nairobi. Out of the possible 1,437 participants, 146 respondents were selected from the three departments which represented 30% of the total population size. The response rate was 100% and majority of the questionnaires were readable and legible adequately to proceed for keying in and data analysis.

4. 3 Demographic Characteristics

The researcher considered the demographic information of the employees who took part in the study. These demographic characteristics included: Age, gender, role, number of years worked and tenure.

4.3.1 Respondents Age

Age of the employees was determined in the study. This is because age is a characteristic of quality of work life and affects how employees' perceives its effects to on their performance.

Distribution of employees in terms of their age is shown in Table 4.1 below

Age Bracket	Percent
18-24 Years	0
25-29 Years	50
30-34 Years	33.3
35-45 Years	8.3
Above 45 Years	8.3

Table 4.1: Age of Employees

According to Table 4.1, large number of the employees, 50 % were aged between 25 to 29 years; 33.3% were between 30 to 34 years old whereas 35 to 45 years and above 45 years had 8.3% each. none of the respondents was between 18 and 24 years. These findings signify that majority of the respondents fall within the age of 25 – 29 years of age. This is attributed to the fact that the company employs fresh graduates from college with degree or diplomas.

4.3.2 Respondents Gender

Both female and male employees took part in the study. This is because gender is a characteristic of quality of work life. Their distribution is shown in figure 4.1 below.

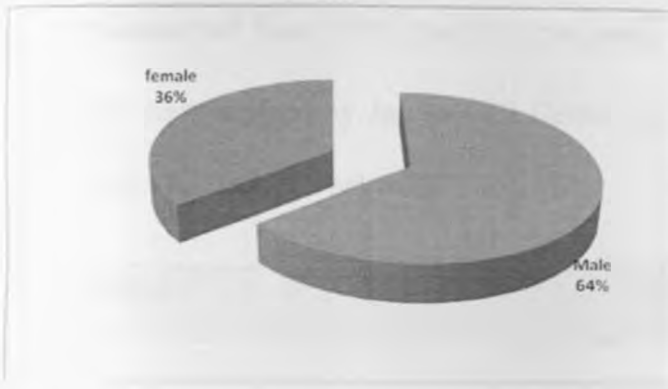


Figure 4.1 Gender of Employees

Figure 4.1 shows that a majority of the employees who took part in the study, 64% were male, and the rest, 36 % 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.

4.3.3 Respondents Role

Participants were also drawn from three roles identified in the call centre. Respondents' role affects how they perceive quality of work life and its effects to performance. These roles were Management, contact support and customer care representative. Their distribution is as shown in the table 4.2 below

Role	Percent
Management	22.2
Support	22.2
Customer care Rep.	55.6

Table 4.2: Employees Role

From the above analysis customer care representative consisted 55.6% of the total respondents while both the management and supported had 22.2% each. This shows that most of the employees at Jambo Contact Centre are customer care representatives.

4.3.4 Number of Years Worked/Experience.

Number of years worked by Jambo Call Centre employees was also established in this study. This is shown in Table 4.3 below:

Years worked	Percent
> 1 Year	0
1- 5 Years	56
6-10 Years	44
< 10 Years	0

Table 4.3 Number of Years Worked

Table 4.3 shows that a majority of the respondents, 56 % had worked in the firm for 1 to 5 years, whereas the rest, 44 %) had worked for between 6-10 years, none of the respondents was in the range of less than one year and above 10 years . This implies that most of the respondents had a better understanding of quality of work at the call centre and the impact it has on the overall job performance. Furthermore, the employees are between the ages of 26 – 30 years and therefore they are not expected to have a higher experience.

4.3.5 Respondents Job Tenure

Job tenure was divided in to two categories namely: permanent and contractual staff. This was because job tenure affects the understanding of quality of work life and its relationship to performance.Their distribution is explained by the figure 4.2 below



Figure 4.2 Employees Job Tenure

Most employee at the call centre are permanent they represent 88.89% of the total respondents while the rest 11.11% are contractual staff. This could be attributed by the fact that hiring of contractual staff began in 2011 and their role is limited only to being a customer care representative.

4.4 Quality of Work Life

The study was interested in finding out the relationship between quality of work life and employees perceptions of performance To achieve this objective, the questionnaires were structured around multidimensional nature of organizational culture in term of several factors believed to affect quality of work these are: work environment; Relation and co-operation; Training and development; Compensation and Rewards; Involvement; Team work; Communication; Motivation and Employee performance.

Respondents 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 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 Work Environment

The employees in the study were provided with a number of questions deemed to affect work environment. They were 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.

Test items	Mean	Std.Deviation
I work in a motivating environment	3.75	0.80
I am satisfied with the working conditions provided by Safaricom	3.63	0.89
Where I work, employees and management work together to ensure the safest possible working conditions	4.11	0.66
The safety of workers is a high priority with management where I work	4.44	0. 80
There are no significant compromises or shortcuts taken when worker safety is at stake	4.52	0.69
The safety and health conditions where I work are good	4.38	0. 93
In general Safaricom is a good employer	4.13	0.63
Average mean and Std.D	4.14	0.89

Table 4.4 Work Environment

From the Table 4.4, employees were in strong agreement that Safaricom do not take any shortcuts or compromises when their safety is concerned (4.52).They also agreed that the safety of employees is placed in a high priority (4.44). Respondents also agreed that Safaricom Jambo Contact Centre ensures safe and healthy working conditions (4.38) .hence the agreement that Safaricom is a good employer (4.13).With a mean score of 4.11, employees agreed that they work together with management to ensure safe conditions at work. Respectively, they were also in agreement that they work in a motivating environment (3.75). Employees also agreed that they

were satisfied with the working conditions provided by Safaricom (3.63). Overall there was an agreement between employees that Safaricom Jambo Contact Centre doesn't compromise on their safety, their safety is placed in a high priority and that Safaricom has ensured healthy and safe working conditions were employees work together with management to ensure safe working conditions hence making them feel they work in a motivating environment. They agreed that Safaricom is a good employer. The average mean and standard deviation are 4.14 and 0.89 respectively; this means there is an agreement among the respondents that Safaricom has provided a healthy and safe working environment. Most of the respondents agreed that they are satisfied with the working conditions provided by Safaricom.

4.4.2 Relation and Co-operation

Test items	mean	Std.Deviation
There is a harmonious relationship with our colleagues in contact centre	3.83	0.65
Sense of belongingness increase with the cooperation	3.83	0.56
The people I work with can be relied on when I need help	3.88	0.57
Average mean and Std.D	3.85	0.59

Table 4.5 Relation and co-operation

Table 4.5 shows the responses of participating employees in regard to relation and co-operation as a variable of quality of work life. Most employees agreed that they can trust and rely on the people they work with (3.88). Employees agreed that there is a harmonious relationship among them (3.83). With a mean score of 3.83 they also agreed that sense of belongingness has increased their cooperation. Overall employees agreed that they can rely on people they work with hence ensuring a harmonious relationship in the Safaricom Jambo Contact Centre which has created a sense of belongingness among them.

Majority of the employees were represented by a mean of 3.85, implying that most employees agreed that there is a harmonious relationship and sense of belongingness increases with co-

operation among the Jambo Contact Centre employees. Standard deviation of 0.59 depicts majority of the employees were in consensus that relation and co-operation is a key factor in aiding employees achieve the firm key performance indicators.

4.4.3 Compensation and Reward

Test items	Mean	Std.Deviation
I am given adequate and fair compensation for the work I do?	3.60	1.23
My organization will pay salary considering to my responsibilities at work	3.52	0.92
Safaricom does a good job of linking rewards to job performance	3.77	1.09
Average mean and Std.D	3.62	1.08

Table 4.6 Compensation and Reward

As seen from Table 4.6, the respondents agreed that Safaricom links rewards to job performance (3.77). With a mean score of 3.60, employees agreed that they are adequately and fairly compensated for the work they do. Respectively they also agreed that Safaricom pays salaries based on the responsibilities at work (3.52). Overall there was an agreement among the respondents that Safaricom does a good job of linking rewards to job performance and that they are adequately and fairly compensated. They also felt Safaricom pays salaries considering their responsibilities at work.

The average mean was 3.62 which implies, employees agreed that Safaricom links rewards to job performance. Besides been adequately and fairly compensated they also agreed Safaricom pays their salaries based on their responsibilities at work. However, the standard deviation score was 1.08 which implied there was no consensus among the respondents. This could have been caused by the different levels of the employees, where the management and support level earn more and have more benefits than the customer care representatives. Also, this could be because by the job tenure and years worked, where permanent staff are paid more than contractual staff and

salaries and benefits increase with the number of years worked .Also both permanent and contractual staffs have the same work responsibilities and performance targets but permanent staff are paid more and have better benefits.

4.4.4 Communication

Test items	Mean	Std.Deviation
Managers always strive to help and advice employees	3.39	0.89
Managers provide timely feedback to the employees	3.81	0.89
Communication between managers and subordinates is friendly (more informal than formal)	3.58	0.89
Average mean and Std.D	3.59	0.89

Table 4.7 Communication

Table 4.7 above shows the response of participants on communication as a major variable of quality of work life. Employees agreed that they get timely feedback from their managers (3.81). With a mean score of 3.58, most employees agreed that communication between managers and subordinates is friendly and more informal. They were neutral on whether the managers at Safaricom Jambo Contact Centre have strived to help and advice them achieve better performance (3.39) .Overall employees agreed that managers provide timely feedback to the employees. They felt that communication between managers and subordinates is friendly and more informal .They were neutral on whether managers have always strive to help and advice them which could have been attributed to different management styles.

The average mean and standard deviation was 3.59 and 0.89 respectively, this imply that majority of employees agreed and were in consensus that the nature of communication at Jambo Contact Centre greatly attributed to a good quality of work life.

4.4.5 Involvement

Test items	Mean	Std.Deviation
All managers have favorable conditions for decision making and for giving various ideas ,suggestions. notes and so on	3.72	0.81
There are created good conditions for the interesting work ,therefore employees get used to their work willingly	3.50	0.80
Rituals and traditions of enterprise unite employees to work further effectively	3.67	0.82
Average mean and Std.D	3.63	0.81

Table 4.8 Involvement

From the analysis in the above table, employees agreed that managers have favourable conditions for decision making (3.72) .They also agreed that Safaricom has established rituals and traditions that have enhanced them to work effectively with a mean score of 3.67.Respectively, they also agreed that Safaricom Jambo Contact Centre has created good conditions for interesting work were employees get used to their work willingly (3.50).

Overall the respondents agreed that managers have favorable conditions for decision making and that rituals and traditions of Safaricom Jambo Contact Centre unite employees to work further effectively. The employees also agreed that Safaricom has created good conditions for interesting work. therefore employees get used to their work willingly. The average mean and standard deviation was 3.63 and 0.81 respectively implying that the respondents agreed and were in consensus that besides Safaricom providing favourable conditions for decision making to managers, it has also created good conditions for interesting where rituals and traditions unite employees to work effectively.

4.4.6 Management

Test items	Mean	Std.Deviation
I trust the management at the place where I work	3.19	0.92
My supervisor is concerned about the welfare of those under him or her	3.63	0.83
I am free from the conflicting demands that other people make of me	3.69	0.74
My supervisor treats me fairly	3.81	0.74
My supervisor is helpful to me in getting the job done	3.80	0.85
In general, there is good relations in your work place between management and employees	3.72	0.56
Average mean and Std.D	3.64	0.77

Table 4.9 Management

From the table above, respondents agreed that supervisors treat them fairly (3.81). The employees agreed that their supervisors are helpful in getting the job done giving a mean score of 3.80. Respondents also agreed that there is good work relations between management and employees at Safaricom Jambo Contact Centre (3.72). Respectively, respondents agreed that they do not have conflicting demands made by other people to them (3.69). With a mean score of 3.63, employees agreed that their managers are concerned with their welfare. Respondents were neutral on whether they trust their management at their place of work (3.19).

Overall employees agreed that their supervisors treat them fairly, are concerned about their welfare and are helpful to them in getting the job done. They also agreed that there is a good work relation between management and employees at the Safaricom Jambo Contact Centre and therefore they don't have conflicting demands made by other people to them. They were neutral on whether they trust their management at their place of work which could have been attributed to different management styles.

The average mean and standard deviation was 3.64 and 0.77, which implied employees agreed and were in consensus that management or their immediate supervisor treats them fairly, are

concerned about their welfare and assists them in getting the job done hence they don't have conflicting demands made by other people.

4.4.7 Team Work

Test items	mean	Std.Deviation
Managers consult subordinates (they collaborate)	4.08	1.13
Team work is used more often than individual work, especially when solving important questions or projects	3.65	1.19
When problems ,difficulties or questions arise ,employees solve them more individually than by consulting others	3.42	1.14
It is very hard to work with person from other department /group.	4.42	0.64
Average mean and Std.D	3.89	1.03

Table 4.10 Team Work

According to the table above, Majority of respondents were in agreement that it is hard to work with person from other department/group (4.42). They agreed that managers consult their juniors (4.08) and that team work is preferred than individual work which had a mean of 3.65. Respondents were neutral with a mean of 3.42 on whether they solve problems and difficulties more individually rather than by consulting others.

Overall employees agreed that it is very hard to work with person from other departments and managers consult subordinates. Respondents also agreed that at Safaricom Jambo Contact Centre, team work is preferred than individual work .However, they were neutral on whether they solve problems and difficulties more individually rather than by consulting others,

The average mean was found to be 3.89, therefore implying that the employees agreed that besides been hard to work with person from other department/group , team work among the employees is valued and of high preference than individuality. Most of the respondents agreed that managers consult subordinates. Despite most agreeing on the above items the degree of variation on various responses was high since it had an average standard deviation of 1.03, this

could be attributed by the different management styles among various roles and teams in the Contact Centre .Also, different personality among employees in a team could have caused the variation.

4.4.8 Training and Development

Test items	Mean	Std.Deviation
Training programmes helps an employee to achieve the required skill for performing the job efficiently?	4.47	0.81
Do you think the training programmes helps in improving relationship among employees	4.08	0.96
Overall the training and development programmes are efficient and effective	4.33	0.95
Average mean and Std.D	4.33	0.90

Table 4.11 Training and development

As seen on Table 4.11, majority of the employees agreed that Safaricom Jambo Contact Centre training programmes have helped them achieve the required skills for performing their job effectively (4.47). Respondents agreed that Safaricom training and development programmes are both effective and efficient (4.33).They also agreed that through training,the relationships among employees has improved with a mean score of 4.08. Overall, employees agreed that Safaricom Jambo Contact Centre training programmes have helped them achieve the required skills and improve their relationship hence making the training programmes both efficient and effective.

The average mean is 4.3 implying that most of the employees agreed that training and development immensely assist them in their performances’. This imply that well trained employees feel satisfied and commit themselves to better and improved performance They also agreed that training programmes at Safaricom Jambo Contact Centre helps them to achieve the required skill for performing their job efficiently making them both efficient and effective. The average standard deviation was relatively low (0.90) indicating that most of the respondents did not have a significant variance on the answers they gave.

4.4.9 Motivation

Test items	Mean	Std.Deviation
Motivation reinforces desired workplace behaviors thus enhancing performance	3.83	0.60
I feel motivated by my working conditions	3.42	0.99
Average mean and Std.D	3.60	0.80

Table 4.12 Motivation

Table 4.12 shows the responses of participants on motivation as a variable of quality of worklife. Employees agreed that motivation places a big role in reinforcing desired workplace behaviours hence improving their performance (3.83). They also agreed that they feel motivated by their working conditions (3.42). Overall respondents agreed that Motivation reinforces desired workplace behaviors thus enhancing performance and they feel motivated by the working conditions at Safaricom Jambo Contact Centre.

The average mean score 3.60, meaning that employees agreed that motivation places a big role in reinforcing desired workplace behaviours hence improving their performance. They felt motivated by their working conditions. The average standard deviation was 0.80 indicating that most of the respondents did not have a significant variance on the answers they gave.

4.5 Employee 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 responses' mean and standard deviation is as shown in table 4.13.

Test items	Mean	Std deviation
My performance contributes to a high customer delight index	4.19	0.40
I have contributed to Safaricom way through my performance	4.27	0.45
My involvement in decision making has enabled me to perform better	3.51	1.19
My supervisor positively contributes to my performance by been fair and objective	3.52	1.10

My team has helped me boost my performance	3.61	0.99
Proper communication channels have enabled me to perform better at my job	3.66	0.98
My job description clearly defines the key performance indicators on which my performance is rated	4.25	0.80
Rewards and compensation affects my job performance	4.33	0.89
my work environment enables me to perform optimally	3.86	0.96
I feel motivated by my working conditions to perform well	3.58	0.93
Training and development has enhanced my job performance	4.36	0.63
The sense of belongingness motivates my job performance	3.69	0.70
I have contributed to Safaricom profitability through my job performance	4.83	0.37
Am satisfied with my overall job performance	4.22	0.59
Average mean and Std.D	3.68	0.79

Table 4.13 Employee Performance

As seen from the table above majority of the respondents strongly agreed that their performance contributes to Safaricom profitability (4.83). They agreed training and development enhances their performance (4.36) and that reward and compensation scheme at Safaricom Jambo Contact Centre affects their employee performance (4.33). Employees agreed with a mean score of 4.27 that their performance has contributed to the Safaricom way. Respectively, they also agreed that their job description clearly defines the key performance indicators on which their performance is rated (4.25). Majority of employee agreed that they were satisfied with their overall job performance (4.22). Besides employees agreeing that their performance contributes to a high customer delight index (4.19), they also agreed that their work environment is conducive which aides them to perform optimally (3.86). There was agreement that Sense of belongingness motivates they performance (3.69) and proper communication channels have enabled them to perform better at my job (3.66). A mean of 3.61 was obtained in regard to effects of team work on performance implying that respondents were in agreement that team work helps them better their performance. Respondents also agreed that they feel motivated by the working conditions provided by Safaricom Jambo Contact Centre which increases their desire to perform well

(3.58).On management the respondents were in agreement (3.52) that the management at Jambo Contact Centre is fair and goes an extra mile in advising them on how to improve their performance. Respectively, employees agreed their involvement in decision making has enabled them to perform better (3.51).

Overall employees agreed that their performance has contributed to Safaricom profitability. They were in agreement that through training and development and competitive compensation and reward schemes at Safaricom Jambo Contact Centre, their performance has been greatly enhanced. Employees agreed that their job description clearly defines the key performance indicators on which their performance is rated hence enabling them contribute to the Safaricom way. Respondents were also in agreement that they work in a conducive work environment which made them agree to have contributed to a high customer index. In respect to their performance .employees agreed that proper communication channels ,a sense of belongingness,involvement in decision making ,team work , a motivating working environment,fair and objective management at Safaricom Jambo Contact Centre has greatly contributed and enabled them to perform better. They agreed they were satisfied with their overall job performance.

This section aim was to see if the various variables on quality of work life have an effect on employees' performance at Jambo Contact Centre. The average mean 3.68, most respondents were in agreement that team work, involvement in decision making, proper and timely communication, rewards and compensation policy, management and good work environment all have a great significance effect on their performance. Average standard deviation is 0.79 which is relatively low, indicating that most of the respondents did not have a significant variance on the answers they gave and thus there was consensus.

4.6 Correlation Analysis

After proving that the scales are reliable and sufficient to measure our data and having examined individual test and facts correlation analysis is therefore necessary. The correlation analysis gives the results about the variables determining whether they tend to vary together or not for the results of correlation analysis Pearson's correlation moment was conducted as seen in the table below with the significance level of 0.01 and 0.05 between organization employees' performance and quality of work dimensions (Work environment; Relation and co-operation; Training and development; Compensation and Rewards; Involvement; Team work; Communication; Motivation; Management and Employee performance).

		Employee performance	Work environment	Relation and co-operation	Training and development	Compensation and Rewards	Team work	Involvement	Communication	Motivation	Management and Employee performance
Employee performance	Pearson Correlation	1	.94(**)	.83(**)	.87(**)	.93(**)	.87(**)	.84(**)	.89	.88	.88
	Sig. (2-tailed)		.039	.000	.000	.038	.003	.000	.268	.280	.280
N		146	146	146	146	146	146	146	146	146	146

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.14 Pearson Correlation

From the table above correlation between employee performance and other quality of work life variables lies between 0.8 to 0.9 is relatively close to 1. this indicates that employee performance and other work quality variables are positively correlated which means that there is a very strong correlation among the variables. There was a very strong correlation between working environment (0.94), compensation and rewards (0.93). Communication (0.89). motivation (0.88), management (0.88). team work (0.87). training and development (0.87). involvement (0.84) and relation and co operations (0.83).

There was an indication that better working environment and high compensation and rewards scheme at Safaricom Jambo Contact Centre greatly influences their motivation to perform better. Communication, motivation, and management had a strong correlation coefficient to employees' performance. This also indicates that most employees' perceived performance is largely affected by how well the Safaricom Jambo Contact Centre communication channels are structured and the extent to which employees feels that they work in a motivating environment. Timely feedback and desired workplace behaviors which are reinforced by motivation, enhances employees performance. Management been fair and objective motivates employees to perform better. Both team work and training and development had a strong correlation to employees' performance. This implies that employees indicated that consultations with management and cooperation between team mates at Safaricom Jambo Contact Centre, to a larger extent affects how they perform. Free consultations with management and better cooperation enhance performance. Effective and efficient training programmes enhances employees to achieve the required skill for performing the job efficiently hence improving performance. There was a strong correlation between involvement and relation and co operations to employee performance. Creating good conditions for interesting work, therefore employees get used to their work willingly and having favorable conditions for decision making improves performance. They also agreed having a strong sense of belongingness and a harmonious relationship with their colleagues at the Safaricom Jambo Contact Centre has facilitated good performance.

The average correlation is 0.88 which implies that there is a positive correlation between quality of work life variables and employees' performance and therefore these qualities of work life variables can be used to explain employees' performance at Jambo Contact Centre. This supports that Quality of work life and Employee performance often go hand-in-hand. For one thing, most

conditions that contribute to performance like equitable salaries, management, team work, involvement, motivation and a good working environment will also contribute to the Quality of work life. This also shows that quality of work life affects how well the employees' performs. Better quality of work life will boost and enhance 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 determine the relationship between the quality of work life and employees perceptions of performance at Safaricom Jambo Contact Centre in Nairobi.

5.2 Summary of Findings

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 5 years apparently due to the relatively recentness of contact center trends locally. They were presumed to have a better understanding of quality of work at the call centre and the impact it has on the overall job performance. Most employee were permanent they represented 88.89% of the total respondents while the rest 11.11% are contractual staff. This was attributed by the fact that hiring of contractual staff began in 2011 and their role is limited only to being a customer care representative. The analysis of the data enabled the researcher to come up with the following major findings.

The study established that the key factors that contribute to quality of work life at the Safaricom Jambo Contact Centre are working environment, Relation and co-operation, Training and development, Compensation and Rewards, Management, Involvement and Team work while motivation and communication seemed to contribute less to quality of work life.

Working environment was found to be among the key factors affecting quality of work life at Jambo Contact Center to a great extent mainly in terms of having a motivating environment where safety and health conditions are a priority. There was an agreement among respondents that management has provided safe working conditions, they work in a motivating environment, safety is a priority, no shortcuts are taken when it comes to employees' safety and Safaricom is a good employer.

Employees agreed that compensation and reward is a key contributor to quality of work life. The respondents agreed that Safaricom links rewards to job performance though there was no consensus among employees on this. Respondents agree that Safaricom does a good job of linking rewards to job performance and they are adequately and fairly compensated. They also agreed Safaricom will pay salary considering their responsibilities at work. Communication was viewed to contribute to quality of work life. Employees agreed managers provide timely feedback to the employees and that communication between managers and subordinates was more informal than formal. However, they were neutral on whether managers always strive to help and advise them. On involvement, there was an agreement among the respondents on: that managers have favorable conditions for decision making, Rituals and traditions of enterprise unite employees to work further effectively and that Safaricom Jambo Contact Centre has created good conditions for the interesting work, therefore employees get used to their work willingly. Overall there was agreement among respondents that involvement is a key indicator of quality of work life at Jambo Contact Centre.

Respondents agreed that there is good work relations between management and employees at Safaricom Jambo Contact Centre. There was an agreement among the respondents that supervisors treat them fairly and they are also helpful to them in getting the job done. However,

they were neutral on whether they trust the management at Safaricom Jambo Contact Centre. Team work also affects employees quality of work life at the Jambo Contact Centre. Most employees agreed that team work has greatly influenced their performance through informal consultations with management and better cooperation among team mates. Respondents agreed that it is very hard to work with person from other department and managers consult subordinates while when problems .difficulties or questions arise .employees solve them more individually than by consulting others .

Training and development was also seen to be a key contributor to quality of work life. Employees agreed that Safaricom training and development programmes are both effective and efficient and have helped them achieve the required skills for performing their job effectively. There was an agreement among the respondents on Safaricom Jambo Contact Centre training programmes been efficient and effective and hence improving relationship among employees. Motivation was viewed to also contribute to quality of work life. The respondent agreed that motivation reinforces desired workplace behaviors thus enhancing performance. They felt motivated by their working conditions.

On employees' performance, the study established employees agreed that their performance has contributed to Safaricom profitability. They were in agreement that through training and development and competitive compensation and reward schemes at Safaricom Jambo Contact Centre, their performance has been greatly enhanced. Employees agreed that their job description clearly defines the key performance indicators on which their performance is rated hence enabling them contribute to the Safaricom way. Respondents were also in agreement that they work in a conducive work environment which made them agree to have contributed to a high customer index. In respect to their performance, employees agreed that proper communication

channels, a sense of belongingness, involvement in decision making, team work, a motivating working environment, fair and objective management at Safaricom Jambo Contact Centre has greatly contributed and enabled them to perform better. They agreed they were satisfied with their overall job performance.

While analysing the relationship between quality of work life and perceived employees performance, the study established that there was a strong correlation between employee's performance to all the variables namely; work environment, compensation and reward, motivation, management, training and development, team work and communication, relation and cooperation and involvement. There was an indication that better working environment and high compensation and rewards scheme at Safaricom Jambo Contact Centre greatly influences employees motivation to perform better. Communication, motivation, and management had a strong correlation coefficient to employees' performance. This also indicates that most employees' perceived performance is largely affected by how well the Safaricom Jambo Contact Centre communication channels are structured and the extent to which employees feels that they work in a motivating environment. Timely feedback and desired workplace behaviors which are reinforced by motivation, enhances employees performance. Management been fair and objective motivates employees to perform better.

Both team work and training and development had a strong correlation to employees' performance. This implies that consultations with management and cooperation between team mates at Safaricom Jambo Contact Centre, to a larger extent affects how employees perform. Free consultations with management and better cooperation enhance performance. Effective and efficient training programmes enhances employees to achieve the required skill for performing the job efficiently hence improving performance. There was also a strong correlation between

involvement and relation and co operations to employee performance. Creating good conditions for interesting work, therefore employees get used to their work willingly and having favorable conditions for decision making improves performance. A strong sense of belongingness among employees and a harmonious relationship with their colleagues at the Safaricom Jambo Contact Centre has facilitated good 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 a good quality of work life that employees perceive as crucial when it comes to enabling 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 providing better quality of work life , identifying the overarching factors and addressing the most significant factors, may not only lead to a motivated . satisfied workforce ,improved overall performance, but may also help attract and retain more employees in the contact centers.

Therefore the study concludes that variables that contribute to a better quality of work life 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 the relationship between quality of work life and employees perception of 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 quality of work life and employees is the key to improving their company's ability to perform effectively and move forward. The management should also improve employees' quality of work life, this 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 on quality of work life 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 relationship between quality of work life and employees perception of 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 the quality of work life and employees' performance. The study also recommends that further studies be done on other contact centers in Kenya since different companies have different quality of work life factors 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 to determine the relationship between the quality of work life and employees perceptions of performance at Safaricom's Jambo Contact Centre, 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 box in front of your response to the question, the last question require answers to be written down in the spaces provided.

Your assistance will be highly appreciated.

Thank you.

Yours faithfully,

Mary Mutonga.

APPENDIX 2: QUESTIONNAIRE

PART A: EMPLOYEE DEMOGRAPHICS

Please tick inside the box against your Answer

1. Please select your age in years from the ranges below;

- ☐ 18-24
- ☐ 25-29
- ☐ 30-34
- ☐ 35-45
- ☐ Above 45

2. Gender;

- ☐ Male
- ☐ Female

3. Please indicate your role in the call center:

- ☐ Management
- ☐ Contact Support Center
- ☐ Customer Care representative (L100, 400, 200)

4. For how long have you worked with Safaricom?

- ☐ Less than 1 year
- ☒ 1-5 years
- ☐ 6-10 years
- ☐ More than 10 years

5. What is your job tenure?

- ☐ Permanent
- ☐ Contractual

PART B: Main Questionnaire.

Please tick the appropriate box for each statement in the linkert scale to indicate whether you strongly disagree (SD), disagree (D), neither agree nor disagree (N), agree (A), OR strongly agree (SA)

Part 1: Quality of Work life.

Work environment

	SD	D	N	A	SA
1. I work in a motivating environment					
2. I am satisfied with the working conditions provided by Safaricom.					
3. Where I work, employees and management work together to ensure the safest possible working conditions					
4. The safety of workers is a high priority with management where I work					
5. There are no significant compromises or shortcuts taken when worker safety is at stake					
6.The safety and health conditions where I work are good					
7. In general Safaricom is a good employer					

Relation and co-operation

	SD	D	N	A	SA
8. There is a harmonious relationship with our colleagues in contact centre					
9. Sense of belongingness increase with the cooperation					
10. The people I work with can be relied on when I need help					

Training and development

	SD	D	N	A	SA
11. Training programmes helps an employee to achieve the required skill for performing the job efficiently					
12.The training programmes helps in improving relationship among employees					
13.Overall the training and development programmes are effective and efficient					

Compensation and Rewards

	SD	D	N	A	SA
14. I am given adequate and fair compensation for the work I do					
15. My organization will pay salary considering to my responsibilities at work					
16. Safaricom does a good job of linking rewards to job performance					

Management

	SD	D	N	A	SA
17. I trust the management at the place where I work					
18. My supervisor is concerned about the welfare of those under him or her					
19. I am free from the conflicting demands that other people make of me					
20. My supervisor treats me fairly.					
21. My supervisor is helpful to me in getting the job done					
22. There is good relation in your work place between management and employees?					

Involvement

	SD	D	N	A	SA
23. All managers have favorable conditions for decision making and for giving various ideas ,suggestions, notes and so on					
24. There are created good conditions for the interesting work ,therefore employees get used to their work willingly					
25. Rituals and traditions of enterprise unite employees to work further effectively					

Team work

	SD	D	N	A	SA
26. Managers consult subordinates (they collaborate)					
27. Team work is used more often than individual work, especially when solving important questions or projects.					
28. When problems, difficulties or questions arise, employees solve them more individually than by consulting others .					
29. It is very hard to work with person from other department /group.					

Communication

	SD	D	N	A	SA
30. Managers always strive to help and advise employees					
31. Managers provide timely feedback to the employees.					
32. Communication between managers and subordinates is friendly (more informal than formal)					

Motivation

	SD	D	N	A	SA
33) Motivation reinforces desired workplace behaviors thus enhancing performance					
34) I feel motivated by my working conditions					

Part 2: Employee Performance

	SD	D	N	A	SA
35. My performance contributes to a high customer delight index.					
36. I have contributed to the Safaricom Way through my performance.					
37. My involvement in decision making has enabled me to perform better.					
38. My supervisor positively contributes to my performance by been fair and objective.					
39. My team has helped boost my performance.					
40. Proper communication channels have enabled me to perform better at my job.					
41. My Job Description clearly defines the key performance indicators on which my performance is rated					
42. Rewards and compensation affects my job performance					
43. My work environment enables me to perform optimumlly.					
44. I feel motivated by my working conditions to perform well.					
45. Training and development has enhanced my job performance					
46. The Sense of belongingness motivates my job performance					
47.I have contributed to Safaricom profitability through my job performance					
48.Am satisfied with my overall job performance					

Any other comments

Thank you for participating