

**STAFF MOTIVATION IN A CONTACT CENTRE
ENVIRONMENT: AN EMPIRICAL STUDY OF CONTACT
CENTRES IN THE DURBAN AREA**

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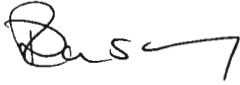
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Declaration

I, Dessica Ramsamy, hereby declare that all information produced in this study is accurate and true. All work that I have used, has been referenced honestly and correctly. This work has also only been submitted for approval to the University of Natal.



Dessica Ramsamy

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I would like to acknowledge the contact centre agents that took the time to respond to my questionnaires and their organisations. A special thanks, to Prof. DA Coldwell for his guidance and patience. To my friends and family, a big thank you for your tremendous support.

Abstract

Staff motivation in a contact centre environment was analysed from the perspective of Herzberg's Motivation- Hygiene theory in the present study using survey data from seven contact centres in the Kwa-Zulu Natal region. The study investigates the relationship between intrinsic and extrinsic motivation factors and the extent of the existence of equity factors in the and the relationship between intrinsic and extrinsic motivation factors with equity factors in the South African environment, specifically favouritism, discrimination and consistency. The findings confirm that contact centre agents need to be highly skilled and adequately supported by management in order to fulfil the significant role that they play in an organisation. The support required goes further than technical skill and training but moves into the emotional well being of the agent. The emphasis shifts from the agent providing a service to the customers and the organisation and moves from the organisation providing its agents with the recognition and incentives to motivate them to strive for their very best at their jobs.

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Chapter 1: Introduction

1.1 Background to the Study

Technological advances have improved efficiency and productivity in leaps and bounds and come at a great cost to organisations, but behind every great machine is a human being who is driving it. An organisation's most important resource is its people. Customer service is delivered by front line teams and management have to make sure that they are operating in an environment that is conducive to producing optimal results. People who are motivated exert greater effort to perform tasks than those who are not motivated. Employees need to enjoy their work and be motivated to perform to customers' satisfaction and even exceed their expectations.

1.2 Outline of the Study

This study focuses on staff motivation in a Contact Centre environment. Motivation is a vast subject and has many different theories in various disciplines. This study focuses on the implications on management practices and intrinsic and extrinsic variables (Herzberg's Motivation- Hygiene theory) in the contact centre environment and their relationship with the perception of equity (Adam's Equity theory) in the workplace.

1.3 Significance of the study

According to The South African Contact Centre Benchmarking Report 2002, the South African industry consists of approximately 100 000 agents, and is growing rapidly. This function was initially a back office operation and has now come to the forefront as the hub of multi- channel customer communication. To ensure success in this budding industry, motivation of agents is crucial.

The importance of contact centres is becoming more apparent as its efficiency as a knowledge centre is being recognised internationally by businesses. According to the South African Benchmarking Report 2002, South Africa has been identified as an attractive target for foreign Contact Centres, especially to the United Kingdom (UK) and

European markets due to its cost benefits, language skills, culture and time zones. This industry could also have a significant role to play for job creation in South Africa.

For such a growing industry with potential for foreign investment, we need to ensure that management practices and operations are of an international standard. Agents need to be educated on the importance of their role to the organisation and the industry as a whole. The Contact Centre agent is now regarded as a professional, and their job function, has evolved into a profession. The South African Qualifications Authority has also created Contact Centre qualifications, which is assisting in the development and recognition of the industry.

The South African Benchmarking report 2002 states that,

improving service, creating direct customer relationships and the retention of customers are the main commercial drivers for contact centres. This increase in “customer focused” drivers started in the 1999/2000 survey, where two of the top three aspects were “customer focused”. In the Merchants Global Contact Centre Benchmarking Report 2001, the customer service aspect (improve service / retain customers) was rated as the top commercial driver.

This trend towards these more customer- centric drivers is likely to continue, and for us to deliver, we require world class, motivated teams.

1.4 Background to the problem

The Contact Centre environment has a large number of agents seated in close proximity to each other. Agents are required to be seated, and logged on their phones for a specific period of time with their headsets on their heads. They are also under close supervision, have their calls monitored, and most of the calls, for incoming call centres are complaints. Their tasks are very monotonous.

Recent surveys carried out by the Call Centre Association (CCA), suggests that monotony is the main reason for dissatisfaction in the work place. Remuneration was also quoted as

a reason for leaving call centres. Incomes Data Services (IDS), the UK's leading information and research specialists on employment issues, have identified the most common cause of staff turnover, in the third national survey on pay conditions in call centres, as the intensity of the job. Competition for staff from other employers was also important. (www.cca.org.uk/news/index.htm.)

In 1998, CCA produced a report, which also corroborated that the Call centre industry has a reputation for very high attrition rates, with some companies showing over 40%. This report quoted the following reasons by agents for the decline in their morale are:

- *Job is less interesting than first thought*
- *Not involved in decisions*
- *Looking for more money*
- *Job is more stressful*

Merchants Global Contact Centre Benchmarking report 2001 stated that in a recent survey, contact centre agents said that they would not have left if they had been provided with the following:

- *Opportunities to learn new skills*
- *Being more involved in the decision making process*
- *A more flexible work schedule*
- *Motivational tools (contests, bonuses and awards)*
- *Better sharing of information*

This study will attempt to identify the existence of particular issues highlighted, in the South African context, and its implications on management practices. According to The South African Benchmarking report 2002, South African contact centre agents had a staff turnover of 49.1% and an absenteeism rate of 13%, thus implying that management need to take a new look at how they are managing their people.

Chapter 2: Literature Review

Motivation has been a focus of research for a many years and has changed from needs theories to self- concept theories, all of which have a contribution to make to understanding workplace motivation.

This study investigates the applicability of Herzberg's Motivation- Hygiene theory, and its relationship with the Equity theory, in the South African context.

The study investigates the relationship that exists between intrinsic and extrinsic factors. These relationships give management insight into which variables enhance each other and create a greater understanding of motivation.

The Content theories of motivation have identified various need hierarchies. Maslow has defined 5 levels of need, i.e. physiological, safety, affiliation, esteem and self-actualisation. Alderfer conflated these levels, into existence, relatedness and growth. McClelland also proposed a 3 needs theory of achievement, power and affiliation. These theories suggest to management that each individual on their teams are motivated by a specific need, and that management needs to take cognisance of these needs when motivating these team members.

Alderfer also suggested that motivation is not a unidimensional process and management will be required to motivate for different needs simultaneously. He also proposed a frustration -regression element that states that an exaggerated lower level need may be the result of a need remaining unsatisfied at a higher level. The individual will become frustrated, regress to a lower level, and begin to pursue lower level needs again.
(<http://www.ee.uwa.edu.au/~ccroft/em333/lecl.html>)

The above theories help to understand motivation, however, do not seem to have a practical application. Time constraints, feasibility and practicality will prevent a manager with a large team to be aware of each of his team members' needs and motivate them accordingly. A practical method of need identification and frequency of assessments of

needs will be required to be implemented in such a way that your team does not believe they are the subjects of a laboratory experiment. The frustration- regression element will also require an intensity measurement scale to differentiate exaggerated need between frustration and high achievement orientation.

The implications of these theories also suggest rewards designed for individual needs. This has the danger of being perceived as inequitable by other team members and each individual in the equation will have their own perception of the state of equilibrium. This is re-iterated by Haslem, Powell and Turner (2000, p.335)

...dominant equity-based approaches (after Adams, 1965) have tended to argue that the best way for managers to motivate employees is by treating them equitably and offering rewards that appropriately reflect a person's individual contribution to the success of the organisation. The problem with this strategy, however, is that any attempt to rectify perceived inequity (for example, by giving an individual employee a pay rise or promotion) tends only to create further inequities for the manager to address. This strategy is resource- consuming and inefficient. Moreover, it is likely that the spiral of personally focused activity it initiates will undermine morale and detract from employees' ability to get on with the organisation's real work.

The Expectancy theory also suggests that management should motivate their team members according to the desired outcomes by each individual member who has the same concerns as with the above needs theories.

Porter and Lawler extended the basic expectancy model by suggesting that high performance may cause high satisfaction. When performance results in various extrinsic and intrinsic rewards, the individual evaluates the equity of these various rewards relative to the effort expended and the level of performance attained. The individual is satisfied if the rewards relative to the effort expended and the level of performance attained. The individual is satisfied if the rewards are felt to be fair.

(<http://www.ee.uwa.edu.au/~ccroft/em333/lecl.html>)

This measure of fairness is highly subjective, as it is the perception of equity that the employee has with the effort exerted and reward. This perception may differ from person to person under different circumstances and is impractical to use as an underlying principle for implementation in a work environment.

Nadler and Lawler suggest that managers should decide what kinds and levels of performance are needed to meet organisational goals, making sure that the desired levels of performance are attainable. Managers then need to ensure that desired outcomes and desired performance are linked. (<http://www.ee.uwa.edu.au/~ccroft/em333/lecl.html>)

The feasibility and practicality of linking desired outcomes with performance is questionable as employees may have a desired outcomes that is not directly linked with their specific job tasks or performance.

The expectancy theory does, however, highlight important tools for managers, such as setting realistic targets and performance incentivisation. These concepts are also common in the Locke's goal setting theory, together with encouragement for goal attainment. The importance of encouragement and confidence in employees is also re-inforced with the cognitive dissonance theory as it increases employees' perception of their own abilities.

In addition, Locke's theory also emphasises the importance of regular feedback to employees (Swanepoel, et.al, 1998). The reinforcement theories state that feedback, whether positive or negative, as being essential to condition behaviour. W. Clay Hamner stated that failure to respond can also modify behaviour. For instance, failing to praise a deserving employee may cause that employee to perform poorly the next time and managers need to be aware of this consequence.

(<http://www.collegeofbusiness.fau.edu/pollack/man3025topic10.htm>)

McGregor's model of Theory X and Theory Y permeates the axioms of participative management, in addition, the practice of staff appraisals was also an important extension of McGregor's argument.

Theory Y gives staff the licence to interpret and implement organisational objectives themselves. The manager remains at the centre facilitating initiation and control processes. Essential to theory Y culture is a monitoring, feedback control system (<http://sol.brunel.ac.uk>).

McGregor's theory showed practical applicability to the workplace.

He acknowledged that Theory Y is difficult to put into practice on the shop floor in large mass productions operations but it can be used initially in the managing of managers and professionals. It can, also, be put into practice where the individuals are emotionally mature, and positively motivated towards their work; where the work is sufficiently responsible to allow for flexibility and where the employee can see his own position in the management hierarchy.

(http://www.accel-team.com/human_relations/hrels_03_mcgregor.html)

Leonard, Beauvais & Scholl (1995) proposed a self- concept based model, which suggested various leadership styles for management to display to motivate individuals. They have identified the sources of motivation as instrumental, intrinsic process, goal internalisation, internal self-concept based and external self- concept based. The corresponding applicable leadership styles would be transactional, laissez-faire, transformational, socio-emotional and task leadership respectively (www.cba.uri.edu). This theory requires either a really extraordinary individual or more than one manager to manage a team.

The self- categorisation theory relates needs theories with social identity theories and leads to predictions about when and why a given class of need will play a role in motivating organisational behaviour.

These ideas are testable and conceptually interrelated, and have offered the prospect for genuine theoretical advance. (Haslam, et.al, 2000).

The implication for management, however, remains the same. We have motivate on the level of need of the employees.

Although the modern trend is to place emphasis on “intrinsic motivators” one should not forget the fact that most people work for money and that one’s system of monetary rewards therefore remains of the greatest importance. As Robbins (1994:44) has pointed out:

Maybe the best case for “money as a motivator” is a recent review of eighty studies evaluating motivational methods and their impacts on employee productivity. Goal setting alone produced, on average, a 16 percent increase in productivity; efforts to redesign jobs in order to make them more interesting and challenging yielded 8 to 16 percent increases; employee participation in decision making produced a median increase of less than one percent; while monetary incentives led to an average increase of 30 percent. (Swanepoel, et.al, 1998, p.369)

Further, the study, investigates the relationship between the perception of inequity, specifically discrimination, consistency, favouritism and fairness, and intrinsic and extrinsic factors.

Adams equity theory developed on from the cognitive dissonance theory and states that people work alongside others and they make comparisons between their perceived efforts and concomitant rewards and the exertions of others and their rewards (Swanepoel, et.al, 1998, p.363).

Robbins (1998, p.186) stated that recent research has been directed at expanding what is meant by equity of fairness. He stated that, historically, the equity theory was previously primarily concerned with distributive justice, but should also consider procedural justice.

Distributive justice describes the fairness of outcomes an employee receives, whereas, procedural justice describes the fairness of the procedures used to determine those outcomes (Yit, Nasurdin and Ramayah, 2002).

Researchers have also suggested that the justice that stems from the interpersonal behaviour of decision makers, should be treated distinctly from procedural justice and has been termed interpersonal or interactional justice.

Procedural and distributive justice perceptions are of particular interest in the South African climate as a result of the passing of the Employment Equity Act, 55 of 1998. The purpose of this Act is to achieve equity in the workplace, by

- *promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and*
- *implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.*

(<http://www.labour.gov.za/docs/legislation/eea/guide01.html>)

Inequity in an organisation is also related to perceptions of fellow colleagues, e.g. lazy individual emulate inequitable perceptions. Muchinsky, Kriek and Schreuder, (1998, p.229) stated that:

individuals are motivated to perform when they perceive that rewards are equitably distributed. It is essential to ensure internal and external equity. External equity refers to comparing the pay of similar jobs in similar organisations, while internal equity refers to comparing the pay of individuals with different jobs in the same organisation. In design and administration, both these aspects of equity are important. Schuler and Huber (1993) explain equitably in terms of pair fairness. Employees compare their pay with that of others in terms of what they believe they deserve and others deserve, and on that they base their decision whether or not they are being paid fairly.

The study gauges the perception of inequity in the South African environment. The reasons responsible for this perception, is beyond the scope of this study, but the study identifies significant relationships between equity variables and intrinsic and extrinsic variables.

All of the above research has contributed to a comprehensive understanding of work motivation and has highlighted many implications for management practices, some, of which are beyond the scope of this study. This study identifies agents' perspective on intrinsic, extrinsic and equity factors and thus is able to deduce which management practices require to be implemented with more zest in the South African context and provide us with a snapshot of the current South African situation in Contact Centres.

Chapter 3: Methodology

3.1 Research Design

A cross-sectional correlational research design was used to investigate the hypotheses, as this was best suited to the research problem and deemed time and cost effective. Internal validity threats of events, external to the investigation and the artificial effect that the selection procedure has on results of the study was not catered for. Maturation effects are unknown as agents were not asked if they had participated in this type of study previously. The sample was measured using this instrument for the first time and therefore the instrumentation threat is not applicable.

3.2 Sample

A judgement sample of 480 agents was used, and 266 questionnaires returned, i.e. a success rate (55%) achieved. The sample was also specific to Durban, and its surrounding areas.

The sample was taken from seven organisations, representing different sectors of the industry namely, Financial services, Business Services, Telecommunications, Travel, Healthcare, Publishing, Loyalty and Building maintenance industry. The first 5 industries correspond to the top 5 industries that responded to the 2001 Global report and 2002 South African Benchmarking report, which represented 90% and 95% of their samples respectively. The sample was therefore, deemed representative of the target population and external validity concerns in terms of the effect that the type of respondents, have on the study's results, does not limit its generalizability.

Selection criteria also included function and size as organisations targeted employed 20 or more contact centre agents in their centres and served external clients in a pre-dominantly inbound environment.

Distribution and collection was conducted over two weeks and ensured that employees' anonymity was maintained.

The demographic characteristics of the sample showed that 72.9% of the sample were between the ages of 19-30, and 64.7% female. 35% of the sample have been working in the contact centre industry for up to 1 year and, 72.4% for up to 3 years. 65% of the sample were single.

3.3 Questionnaire design

The questionnaire was structured to explore individual's perspectives on intrinsic and extrinsic factors and also incorporated equity perceptions. The key concepts that need to be measured are:

Actual work, responsibility, working conditions, company policy and administration, family and personal life, peer relationship, supervision, achievement, recognition, advancement, remuneration, status, job security and equity.

The selection of items included in the questionnaire attempts to measure variables that segment the population in a manner such that the different segments have different needs and/or feelings about the organisation.

A Likert type scale was designed which consisted of statements that expressed either an agreeable or disagreeable. 50 questions were used which satisfy the requirement of 20-25 when using the Likert scale. The respondents were asked to choose one of five levels of agreement ranging from strongly agree to strongly disagree. The error of central tendency has been minimised by using 5 rating scales rather than 3. A brief description of the study, which included its purpose, method of completion as well as assurance of confidentiality was given to the respondents, together with the questionnaire.

Content validity has been satisfied as the elements measured in the questionnaire consist of adequate coverage of the problem. Construct validity was investigated with a factor analysis. Motivation has been extensively researched and all the levels that are represented

in the questionnaire items have been previously identified by Herzberg's Motivation-Hygiene theory.

The equity factors have been chosen given the Employment equity act that has been passed promoting the employment of previously disadvantaged groups, i.e. ethnicity and handicapped individuals as well as the past regime of apartheid in South African history. Favouritism has been selected to contrast individual perception with equity.

Descriptions of the scales and sample items, included in the questionnaire, are provided below, including Cronbach's α internal consistency reliability estimates.

3.3.1 Intrinsic Scale

Actual Work. This scale is composed of items that focus on the individual perception of the actual work done by an agent. (4 items; $\alpha = .8064$; Example item: "I find my work challenging.").

Items, "I think my job should have varied tasks", and "I have adequate time between calls" were removed from this scale to improve its construct validity, however retained as single item variables.

Responsibility. This scale is composed of items that focus on the amount of responsibility an agent is given and to what extent it is utilised. (1 item; Example item: "I take responsibility for the calls that I handle.")

Item, "I have freedom to use my own judgement in getting the job done," has been removed from this scale to increase internal consistency. It has however been retained as single item variable.

Achievement. This scale is comprised of items that focus on striving for continual improvement. (2 items; $\alpha = .06411$; Example item: "I am committed to producing the highest quality work.") This scale of achievement is self-perceived, comparable to Herzberg's methodology and not achievement as has been described by David McClelland.

To measure McClelland's scale of achievement, one would require specific questionnaires and/ or projective tests.

Recognition. This scale is comprised of items that focus on recognition received from peers and management. (3 items; $\alpha = 0.8295$; Example item: " My peers recognise me when I do a good job .")

Advancement. This scale is comprised of items that focus on growth and potential growth in the company. (3 items; $\alpha = 0.8102$; Example item: " I believe that career paths exist for someone like me in my company.")

3.3.2 Extrinsic scale

Working conditions. This scale is composed of items that focus on the atmosphere and physical environment in which the agent works. (7 items; $\alpha = 0.8518$; Example item: " I work in a relaxed and friendly work environment.")

Item, "I do not have any physical discomfort in my working environment" has been removed from the scale due to results from the statistical procedure of factor analysis, but retained as a single item variable.

Company Policy and administration. This scale is composed of items that describe information dissemination in the organisation. (2 items; $\alpha = 0.8593$; Example item: " I am satisfied with information I receive on what's going on in my company")

Personal life. This scale is composed of items that personal and family needs. (2 items; $\alpha = 0.6135$; Example item: " I can get help with private problems in my work environment.")

Peer relationship. This scale is composed of items that focus on the teamwork and relationship between peers. (6 items; $\alpha = 0.8775$; Example item: " My team focuses on fixing the problem rather than finding fault.")

Item, “My colleagues are congenial people to work with” has been removed from the scale due to high incidences of non- response. It has been removed due to the fact that respondents may have not understood the meaning of the word “congenial.”

Supervision. This scale is comprised of items that focus type of supervision and relationship with supervisor. (7 items; $\alpha = 0.9357$; Example item: “ I communicate well with my supervisor.”)

Item, “I believe regular team meetings are essential to develop effective teamwork” has been removed from the scale due to results from the statistical procedure of factor analysis, but retained as a single item variable.

Status. This scale is comprised of an item that focuses on current job status. (1 item; Example item: “ I am satisfied with my current position.”)

Remuneration. This scale is comprised of items, which determine satisfaction with remuneration. (2 items; $\alpha = 0.4951$; Example item: “ I am satisfied with the pay I receive compared to others in our industry.”)

Job Security. This scale is comprised of an item determining the agent’s perspective on their job security. (1 item; Example item: “ I feel I have job security.”)

3.3.3 Equity Scale

Equity. This scale is comprised of items that focus on the agent’s perspective of equality in the workplace. (4 items; $\alpha = 0.8559$; Example item: “ I feel favouritism is not a problem in my department.”)

3.4 Limitations

The study may be limited in the approximation of the Kwa- Zulu Natal contact centre industry comprising of a population of approximately 2500 agents. This figure was calculated with assistance of two recruitment agencies that operate in the industry in the

region chosen for the study. The number of questionnaires returned will also limit the study, although it is perceived to be representative of the population.

It was not deemed ethical to include on the questionnaire an item that segmented on ethnicity and this may limit the representativeness of the South African population

The honesty and objectivity of agents responding to the questionnaire may also limit the study.

3.5 Data Analysis Techniques

Demographic questions allowed analysis of sub-groups of those responding to the survey. All data received was coded using numeric coding and the statistical package SPSS was used to analyse the findings using the scales described earlier.

Bar charts were be used to determine the distribution of the data and to investigate the most common responses for each interval per variable. This information was used to show the characteristics of the distribution. The calculated means and standard deviations were used to measure the location of the distribution and the spread of each variable. A correlation analysis was used to test for relationships between intrinsic, extrinsic and equity factors in the data.

Chapter 4: Results

4.1. Findings

- Bar charts were used to describe the data set. Intrinsic and extrinsic factors were grouped into sub scales identified earlier, which also correspond to Herzberg's Motivation - Hygiene theory.

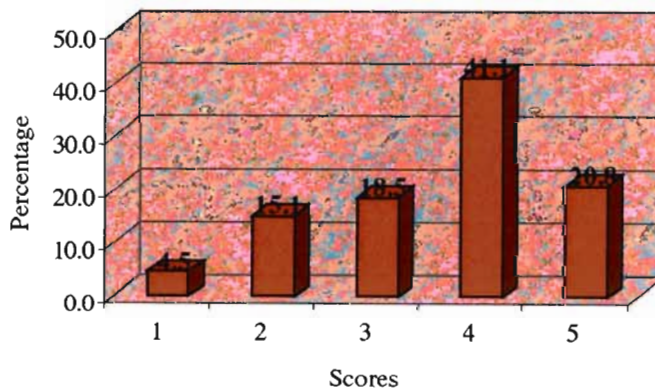
For each variable, a correlation analysis was used to investigate the most significant relationships between variables.

4.1.1 Intrinsic factors

4.1.1.1 Actual Work

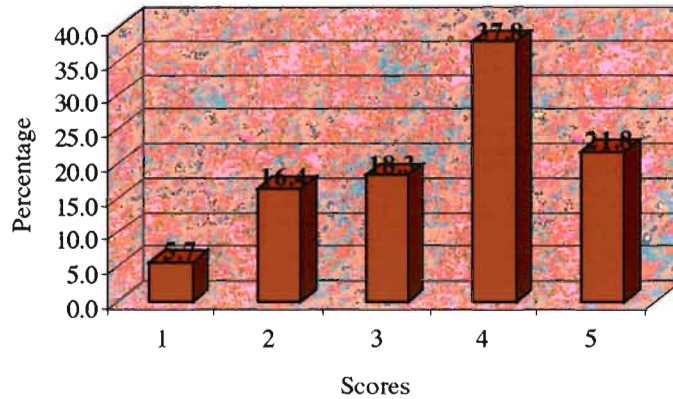
Actual work is a sub scale that describes intrinsic factors of motivation. This sub scale describes components of the work itself.

Figure 4.1.1.1a Bar chart of variable “ I find my work challenging”



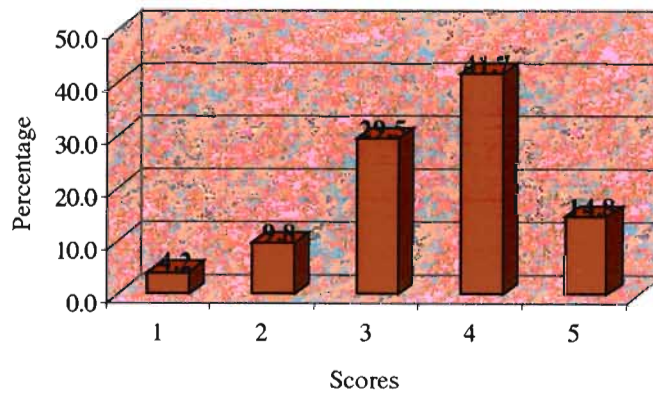
61.9% of the respondents perceived their jobs to be challenging, whereas 19.6% disagreed with the statement.

Figure 4.1.1.1b Bar chart of variable “ My job makes good use of my skills and abilities”



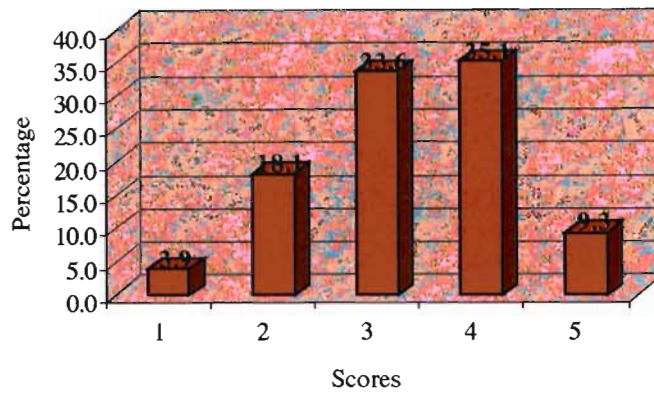
59.6% stated that their skills were being well utilised in the contact centre environment, whereas 22.1% disagreed.

Figure 4.1.1.1c Bar chart of variable “ My job is enjoyable”



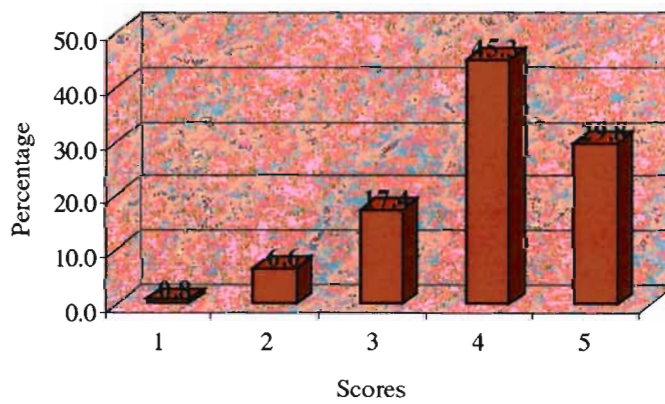
56.5% of all respondents enjoyed their work, while 14% did not enjoy working at their present contact centres.

Figure 4.1.1.1d Bar chart of variable “ My job is made interesting”



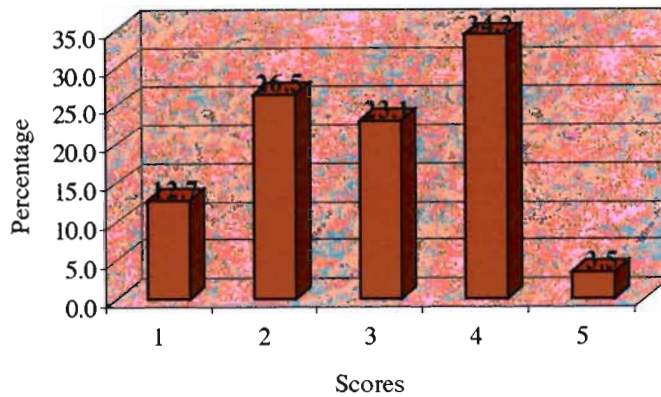
Of the sample, 44.4% found their jobs interesting while, 22% did not.

Figure 4.1.1.1e Bar chart of variable “ I think my job should have varied tasks”



Within the sample, 75.1% of respondents agreed that their jobs should have varied tasks. This has implications on job design for contact centre agents.

Figure 4.1.1.1f Bar chart of variable “ I have adequate time between calls”

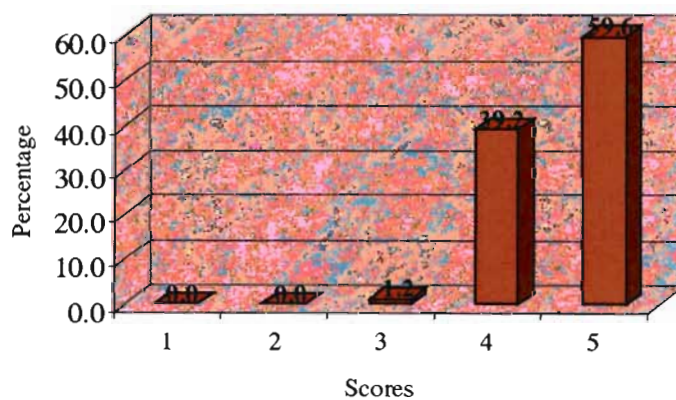


37.7% of respondents suggested that they do have adequate time between calls, and 39.2% stated that they did not. This can be compared with 81.5% of agents in the CCA report that suggested that not having enough time between calls was an important factor contributing to their pressurised work environments.

4.1.1.2 Responsibility

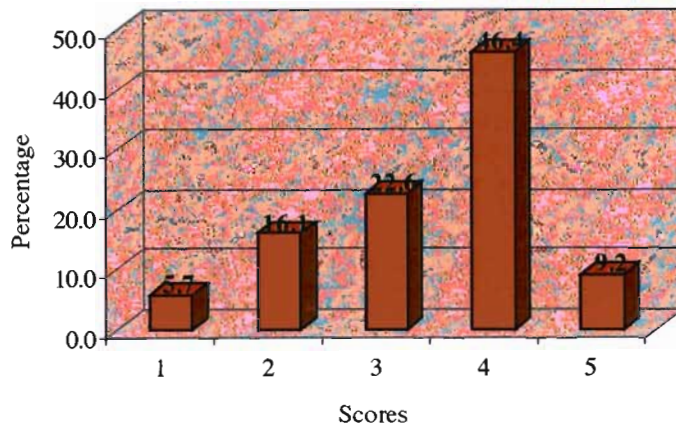
Responsibility is a sub scale that describes intrinsic factors of motivation. This sub scale describes the degree to which agents perceive that they take ownership of calls.

Figure 4.1.1.2a Bar chart of variable “ I take responsibility for calls that I handle”



98.8% of the sample said that they take responsibility for the calls that they take,

Figure 4.1.1.2b Bar chart of variable “ I have freedom to use my own judgement in getting the job done”

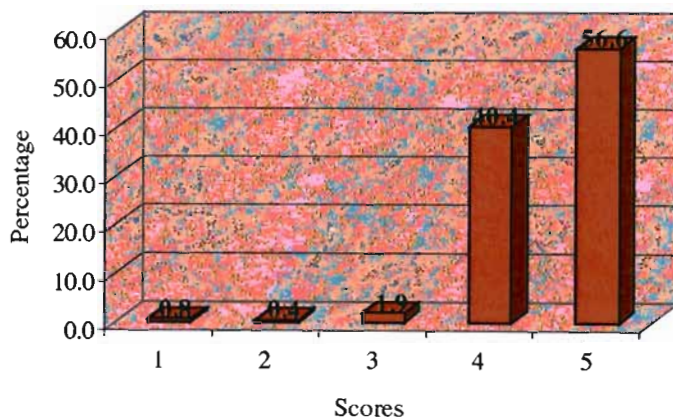


while only 55.6% of agents said that they were given freedom to use their judgement to get the job done. 21.8% said that they were not given this freedom at all. This result is comparable to the 54.5% of agents in the CCA 1998 Call Centre report that stated that they had control over their work.

4.1.1.3 Achievement

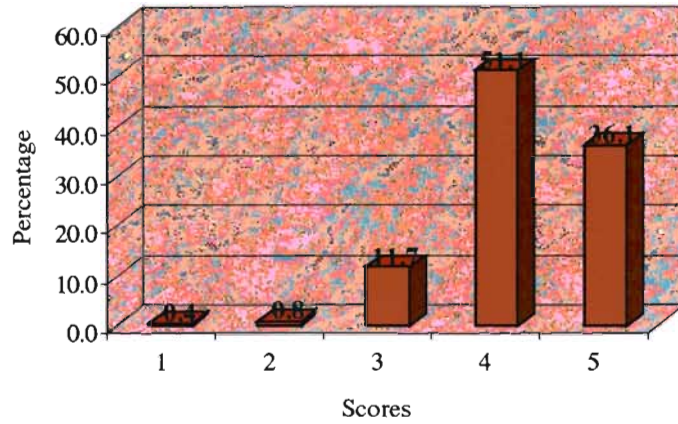
Achievement is a sub scale that describes intrinsic factors of motivation. This sub scale describes the self- perception of agents quality of work.

Figure 4.1.1.3a Bar chart of variable “ I am committed to producing the highest quality work”



97% of agents believed that they were committed to producing the highest quality work,

Figure 4.1.1.3b Bar chart of variable “ I find new and better ways to get the job done”

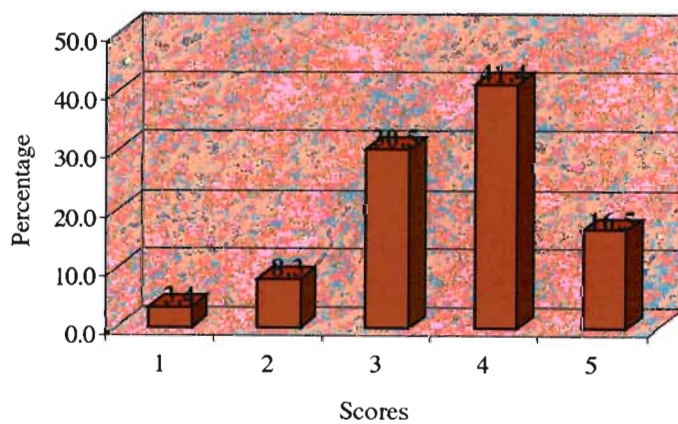


and 87.2% believed that they find new and better ways to get the job done.

4.1.1.4 Recognition

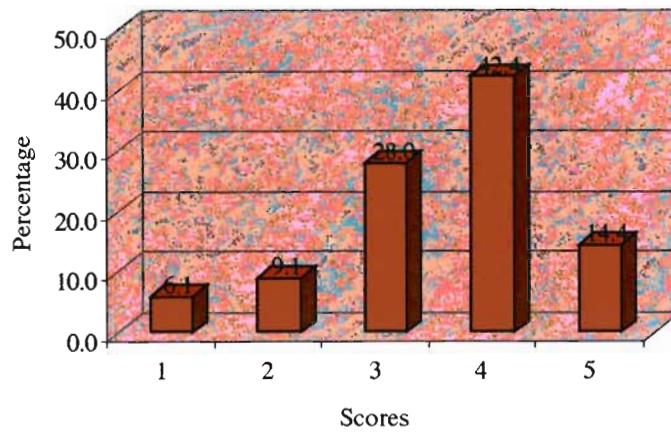
Recognition is a sub scale that describes intrinsic factors of motivation. This sub scale describes the degree to which agents are given credit for their performance.

Figure 4.1.1.4a Bar chart of variable “ My peers recognise me when I do a good job”



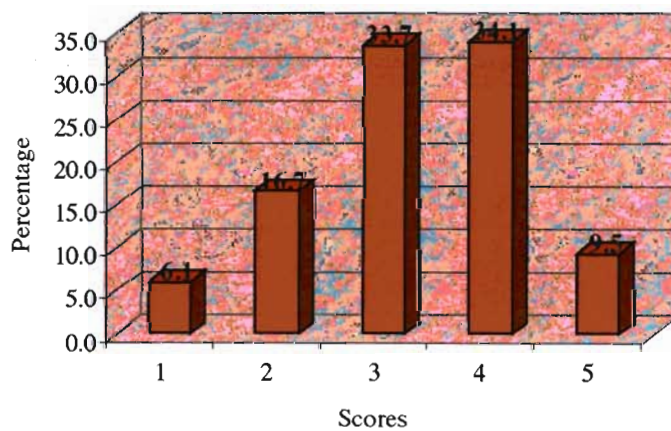
57.9% of agents believed that their peers recognise them when they did a good job and 11.7% disagreed.

Figure 4.1.1.4b Bar chart of variable “ I am recognised by my supervisor/ manager for my contributions”



56.8% of agents believed that their supervisors recognised them for their contributions, and 15.2% believed to the contrary.

Figure 4.1.1.4c Bar chart of variable “ I am satisfied to the extent that I receive recognition”

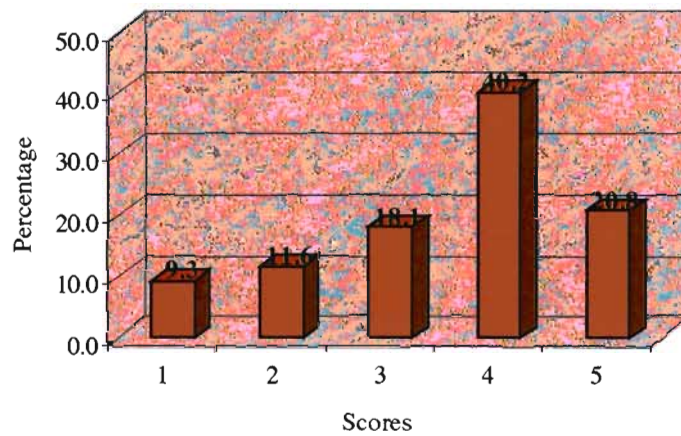


43.6% of agents were satisfied with the recognition that they receive for their job and 22.8% were not.

4.1.1.5 Advancement

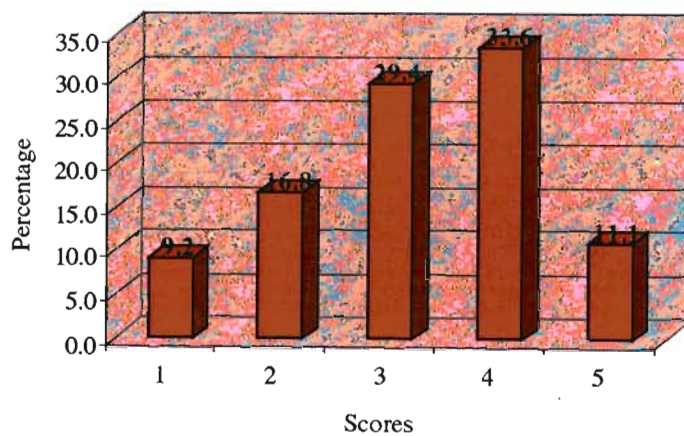
Advancement is a sub scale that describes intrinsic factors of motivation. This sub scale describes the perception of growth in organisations in terms of career and skills.

Figure 4.1.1.5a Bar chart of variable “ I believe that career paths exist for someone like me in my company”



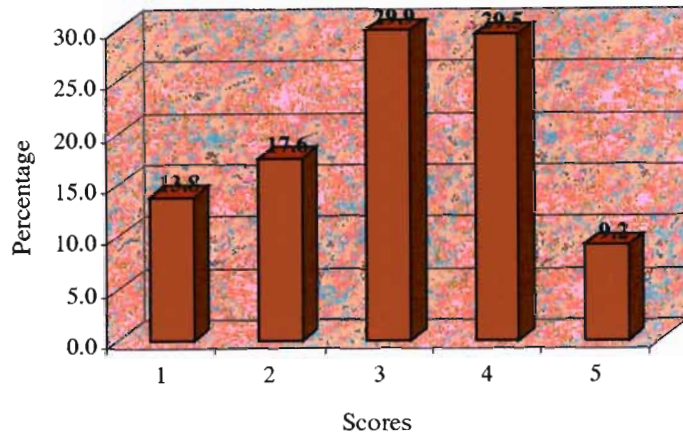
61% of respondents believed that career paths exist for them in their current companies and 20.9% believed that this was not the case.

Figure 4.1.1.5b Bar chart of variable “ I am given the opportunity to improve my skills in my Company”



44.7% of agents believed that they had opportunities to improve their skills in their current companies and 26% believed they did not. This can be compared to the 51.5% in CCA 1998 report.

Figure 4.1.1.5c Bar chart of variable “ There are opportunities for promotion in my role”



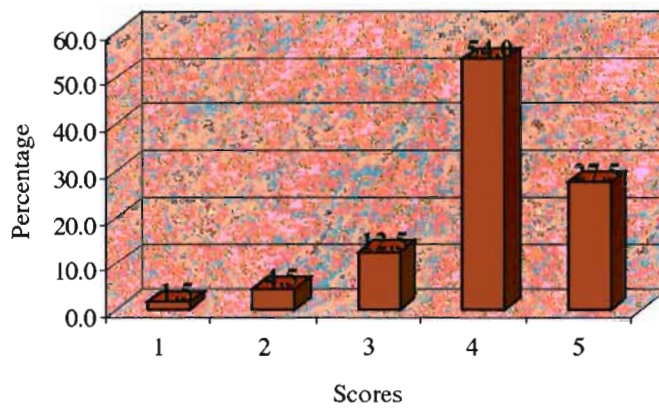
38.7% of agents believed that they had opportunities for promotion in their jobs and 31.4% believed that they did not. This is comparable to the 42% of agents that believed that they had promotion prospects in the survey done by the CCA.

4.1.2 Extrinsic factors

4.1.2.1 Working conditions

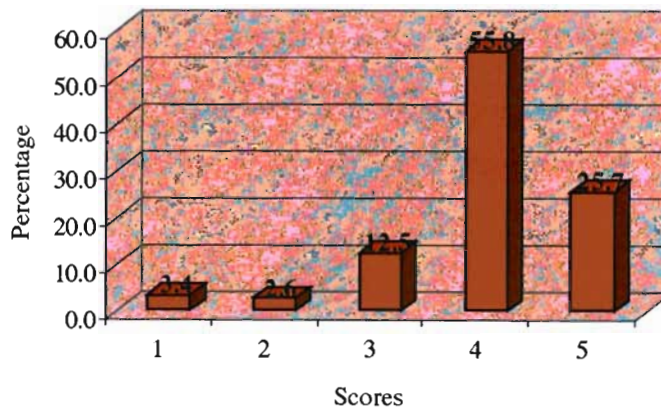
Working conditions is a sub scale that describes extrinsic factors of motivation. This sub scale describes the environment in which contact centre agents work. This environment includes the physical working space as well as the degree to which agents are equipped with information and resources for their job. The atmosphere is also taken into consideration.

Figure 4.1.2.1a Bar chart of variable “ I am given the training needed to do my job effectively”



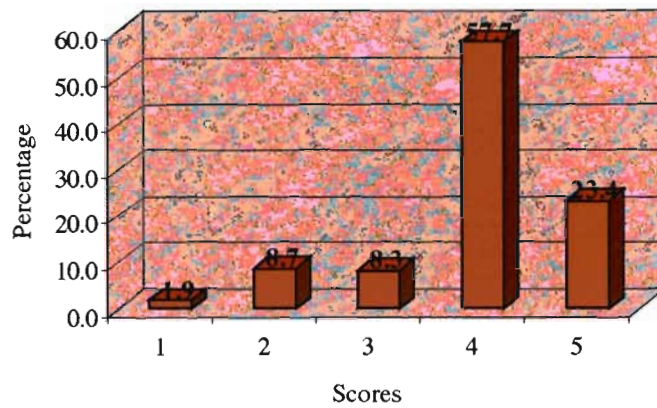
81.5% of respondents believed that they had received adequate training to do their jobs effectively,

Figure 4.1.2.1b Bar of variable “ I have the equipment I need to do my work”



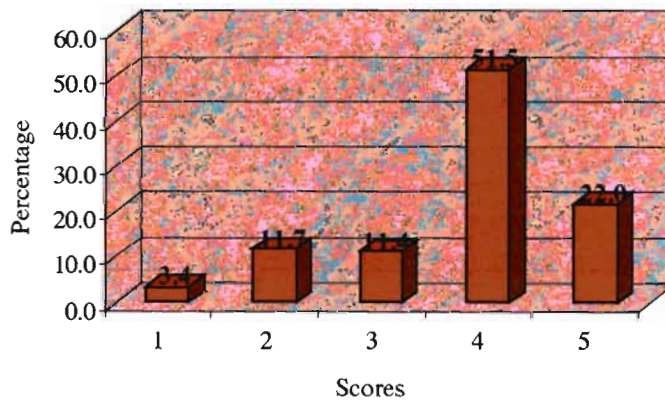
and 81.5% believed that they had the equipment required to do their work. 6% disagreed with the latter. This can be compared with the 39.3% that believed that they had poor equipment in the CCA 1998 report.

Figure 4.1.2.1c Bar chart of variable “ I am comfortable with the computer screen used”



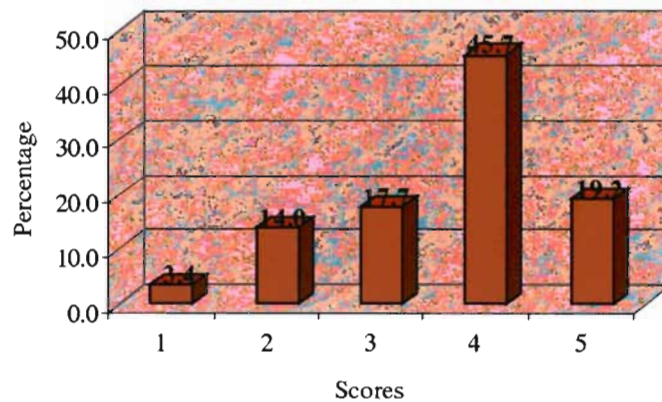
81.1% of agents were comfortable with the PC Screens used, compared to the 54.5% in the CCA that were satisfied with their screens.

Figure 4.1.2.1d Bar chart of variable “ I have the necessary resources to perform my job”



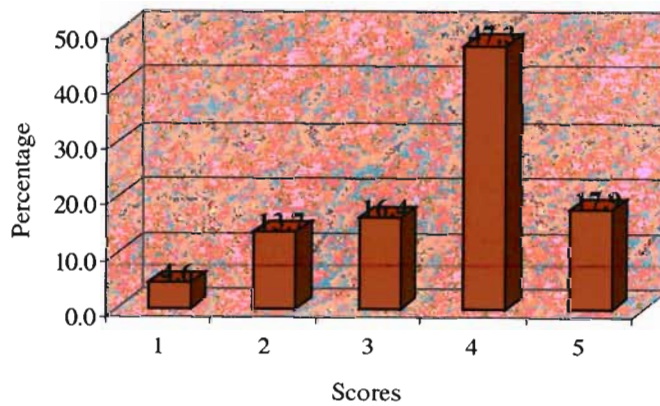
73.5% of respondents believed that they had adequate resources to perform their job function, and 15.1% believed they did not.

Figure 4.1.2.1e Bar chart of variable “ I have all the information I need to do my job well”



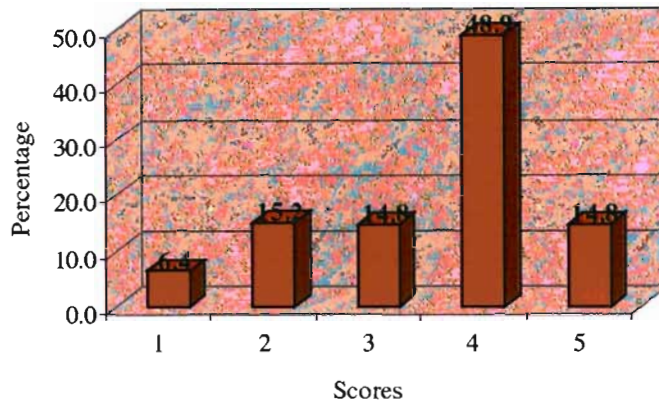
70% of respondents believed that they had all the information required, to perform their jobs well and 17.4% disagreed. This can be compared to the 39.3% in the CCA 1998 report that were not given enough information for their calls.

Figure 4.1.2.1f Bar chart of the variable “ I work in a relaxed and friendly work environment”



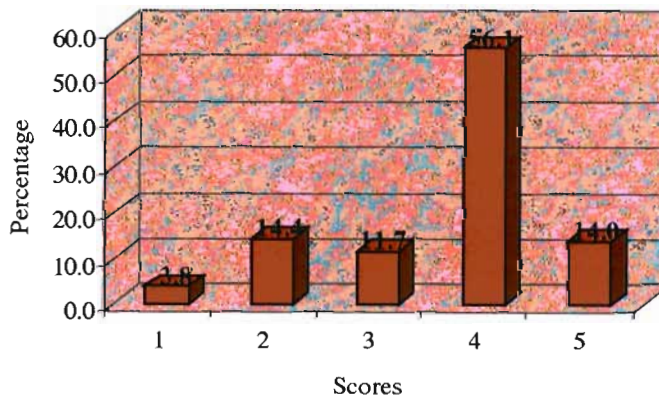
65.2% of respondents believed that that they worked in a relaxed and friendly contact centre environment and 18.3% disagreed.

Figure 4.1.2.1g Bar chart of variable “ I am comfortable with the headset used”



63.7% of agents were comfortable with the headsets they use and 21.6% were not comfortable. This can be compared to the 54.5% in the CCA 1998 report that was satisfied with their headsets. Headsets are an important tool for contact centre agents. More than 20% of the sample are not comfortable with this tool.

Figure 4.1.2.1h Bar chart of variable “ I do not have any physical discomfort in my working environment”

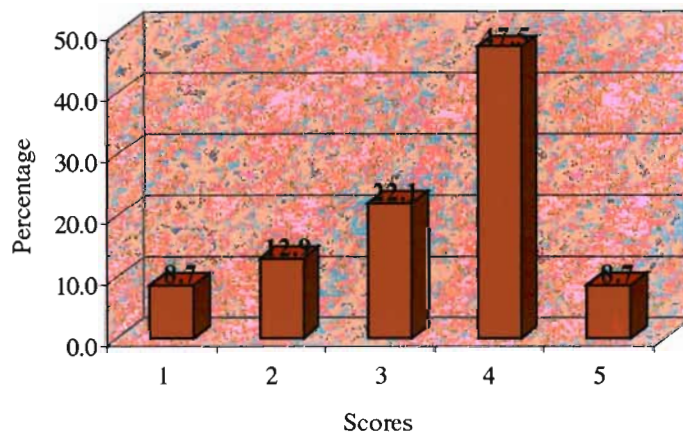


70.1% of employees did not experience any discomfort in their working environments, whereas 18.2% did. This can be compared to the 21.2% that also experienced discomfort according to the CCA report 1998.

4.1.2.2 Company Policy and Administration

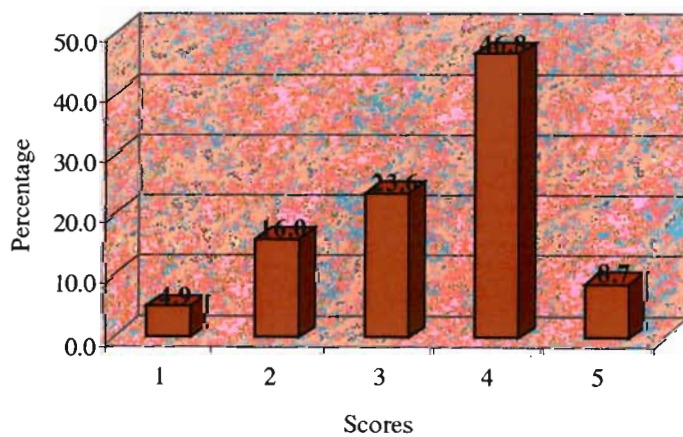
Company Policy and administration is a sub scale that describes extrinsic factors of motivation. This sub scale describes the extent to which agents are kept informed about information about the organisation and information that affects them

Figure 4.1.2.2a Bar chart of variable “ I am satisfied with information I receive on what’s going on in my Company”



56.2% of agents were satisfied with the information they received on what’s going on in their respective companies and 21.6% did not.

Figure 4.1.2.2b Bar chart of variable “ I am kept informed about matters that affect me in my company”

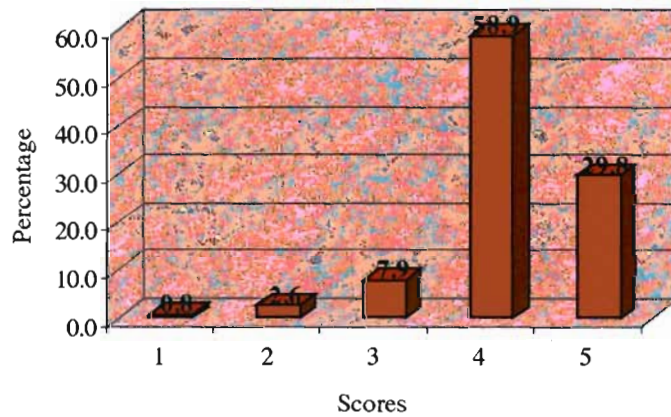


55.5% believed that they were kept informed about matters that affected them in their companies and 20.9% believed they were not.

4.1.2.3 Peer relationships

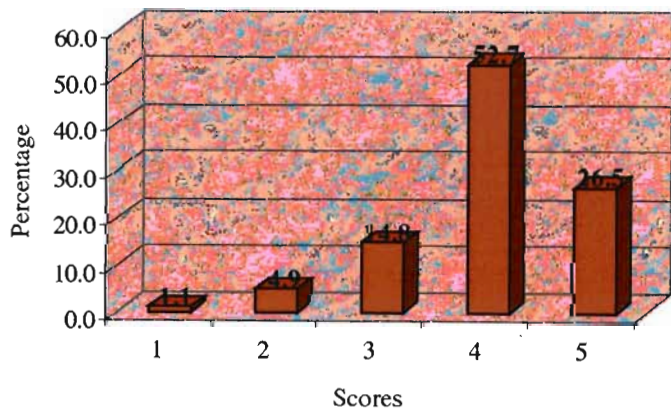
Peer relationships is a sub scale that describes extrinsic factors of motivation. This sub scale describes the team dynamics between agents.

Figure 4.1.2.3a Bar chart of variable “ I have good communication with the rest of my team”



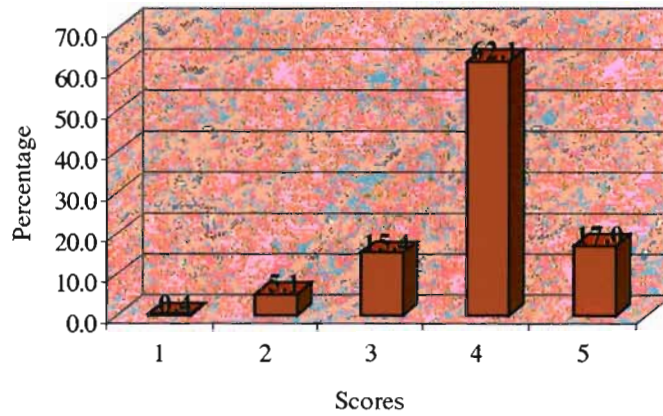
88.7% of agents believe that they communicate well with their co-workers.

Figure 4.1.2.3b Bar chart of variable “ My co-workers and I work as a team”



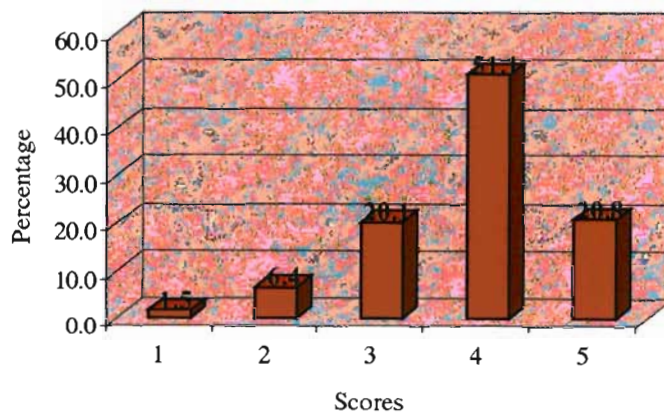
79.2% of agents stated that they work as a team.

Figure 4.1.2.3c Bar chart of variable “ My colleagues are congenial people to work with”



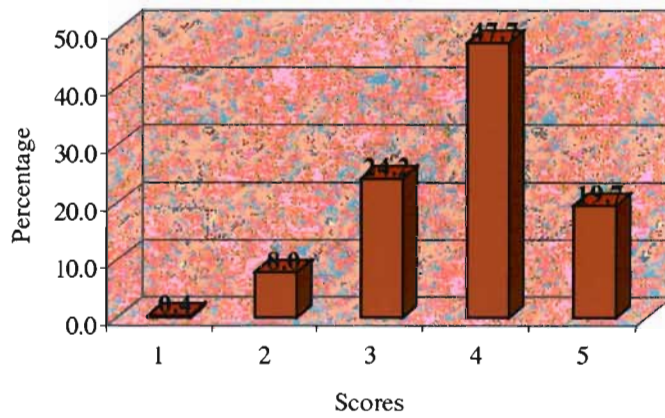
79.1% of agents believed that their co-workers were congenial people to work with.

Figure 4.1.2.3d Bar chart of variable “ My fellow employees are committed to doing quality work”



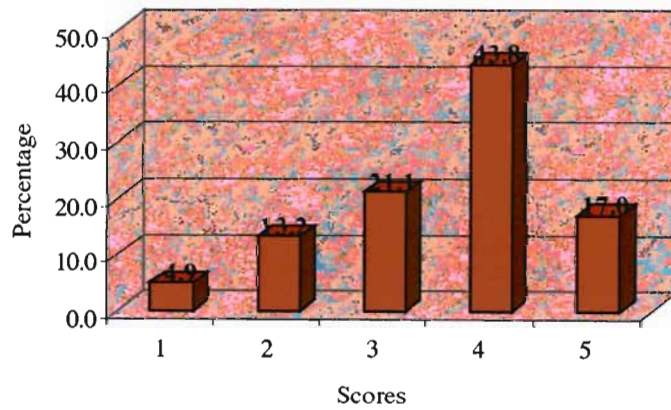
71.9% of respondents believed that their co-workers were committed to producing quality work and 7.9 disagreed.

Figure 4.1.2.3e Bar chart of variable “ My team looks for ways to change processes to improve productivity”



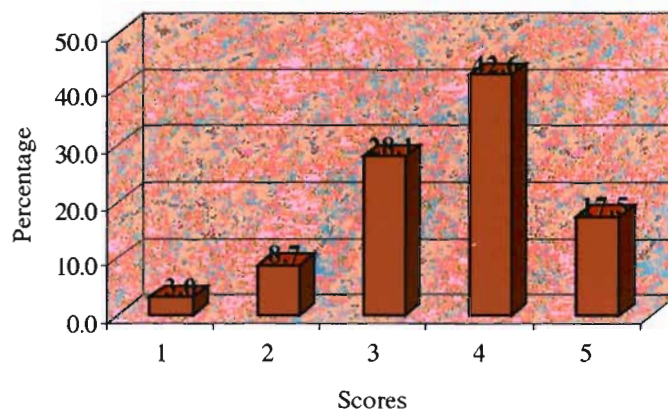
67.4% of agents said that they try to improve productivity by changing processes in their contact centres and 8.4% disagreed.

Figure 4.1.2.3f Bar chart of variable “ I believe that my call centre has a good team spirit”



60.8% believed that their contact centres had a good team spirit and 18.1% disagreed.

Figure 4.1.2.3g Bar chart of variable “ My team focuses on fixing the problem rather than finding fault”

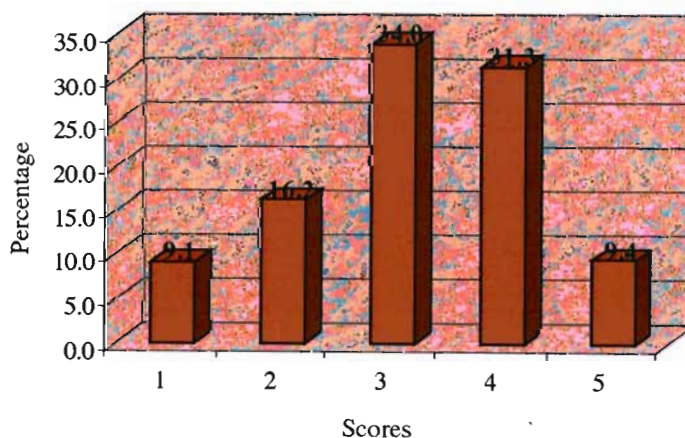


60.1% of agents believed that their co-workers would rather fix a problem than find fault in others, whereas 11.7% disagreed,

4.1.2.4 Personal life

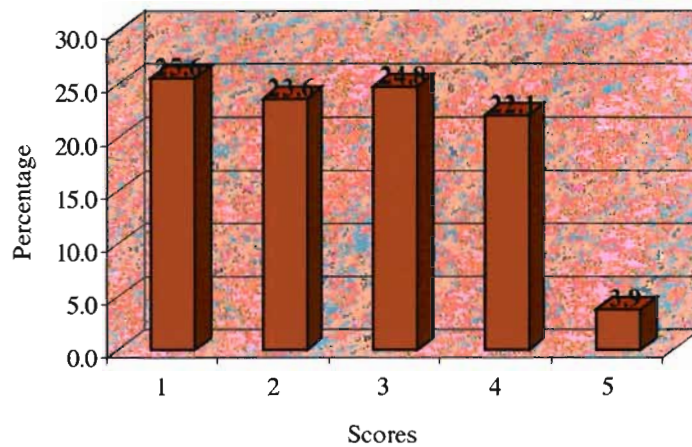
Personal life is a sub scale that describes extrinsic factors of motivation. This sub scale describes the degree to which an organisation is seen to consider family and personal needs.

Figure 4.1.2.4a Bar chart of variable “ I can get help with private problems in my work environment”



40.7% of agents believe that they can get help with their private problems in the work environment and 25.3% disagree.

Figure 4.1.2.4b Bar chart of variable “ I have the flexibility to arrange work schedules to meet my family’s needs”

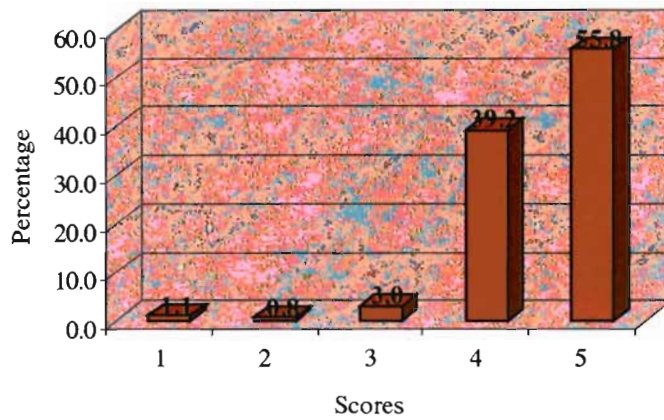


26% of agents believe that they have the flexibility to arrange their work schedules to meet their families needs and 49.2% disagreed.

4.1.2.5 Supervision

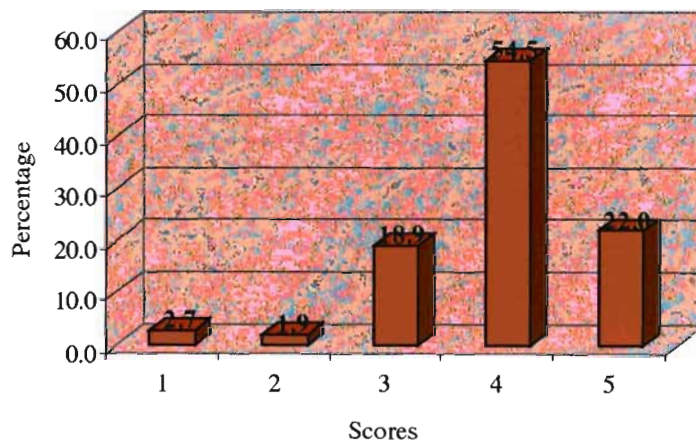
Supervision is a sub scale that describes extrinsic factors of motivation. This sub scale describes the management style in the contact centre.

Figure 4.1.2.5a Bar chart of variable “ I believe regular team meetings are essential to develop effective teamwork”



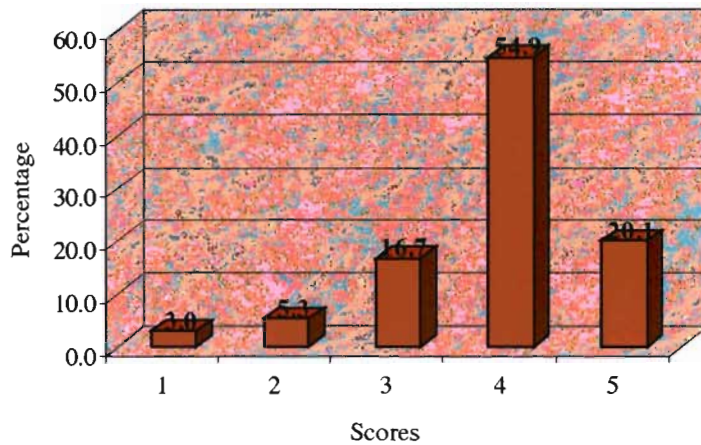
95% of agents believed that regular team meetings are essential to develop teamwork.

Figure 4.1.2.5b Bar chart of variable “ I communicate well with my supervisor”



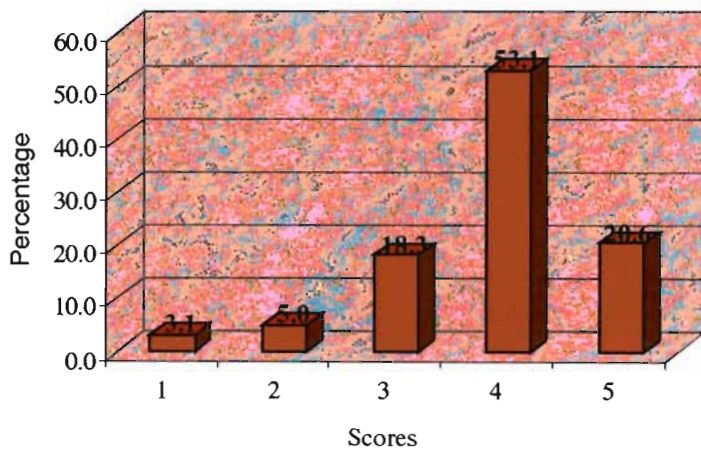
76.5% of agents believed that they communicated well with their supervisors.

Figure 4.1.2.5c Bar chart of variable “ I am treated fairly by my supervisor”



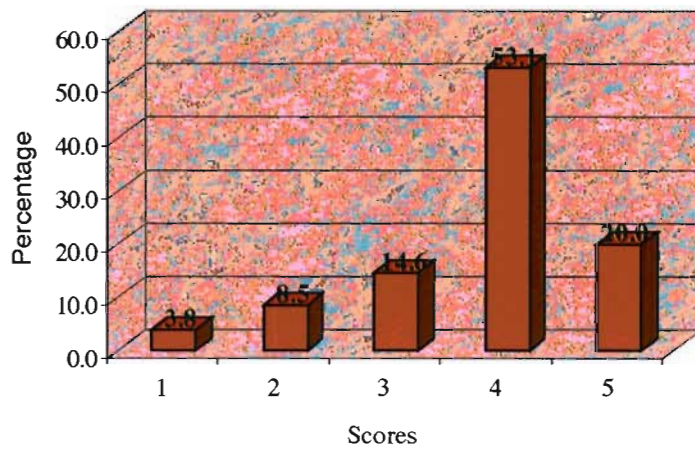
75% said that they were treated fairly by their supervisors.

Figure 4.1.2.5d Bar chart of variable “ My supervisor provides me with adequate support when I need help”



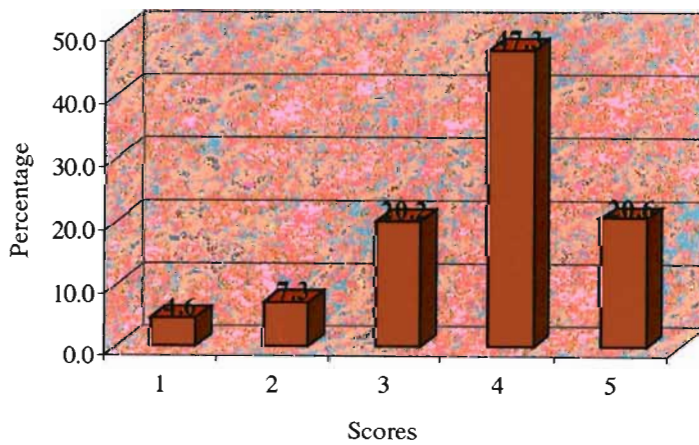
73.7% of agents stated that their supervisors provided them with adequate support when they needed help and 8.1% disagreed.

Figure 4.1.2.5e Bar chart of variable “ My mistakes are respectfully addressed by my supervisor”



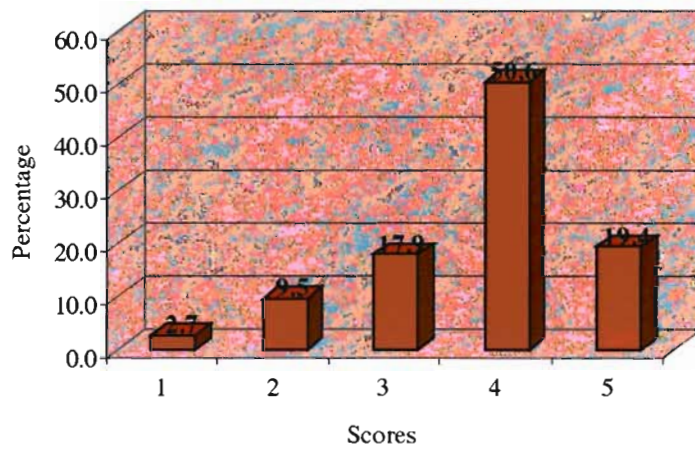
73.1% of agents believed that supervisors addressed their mistakes respectfully and 12.3% disagreed.

Figure 4.1.2.5f Bar chart of variable “ My supervisor provides me with adequate feedback”



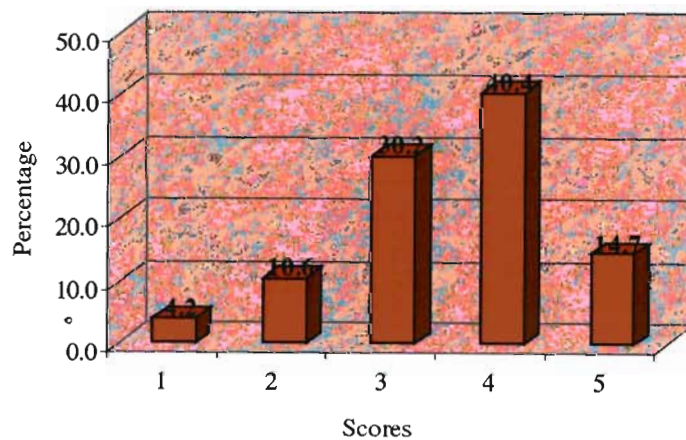
67.9% said that they were provided with adequate feedback from their supervisors and 11.9% disagreed.

Figure 4.1.2.5g Bar chart of variable “ My supervisor does not put me under pressure unnecessarily”



70% stated that their supervisors did not put them under pressure unnecessarily whereas 12.2% believed they did. 39.3% believed that they did receive pressure from their supervisors which contributed to their pressure according to the CCA 1998 report.

Figure 4.1.2.5h Bar chart of variable “ I feel my supervisor is sensitive to my personal responsibilities”

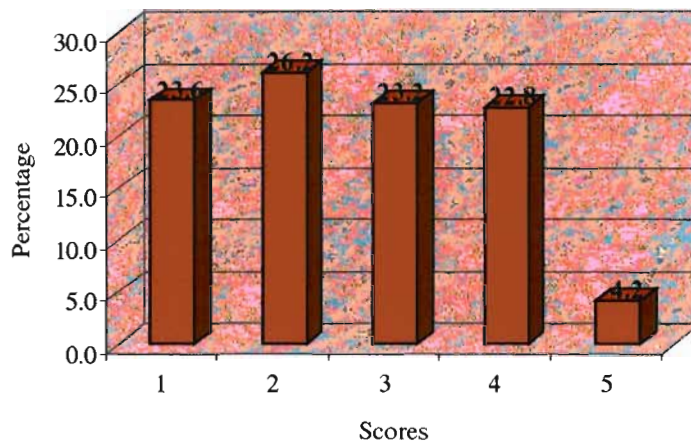


55.1% of agents believe that their supervisors are sensitive to their personal responsibilities and 14.8% do not believe so.

4.1.2.6 Remuneration

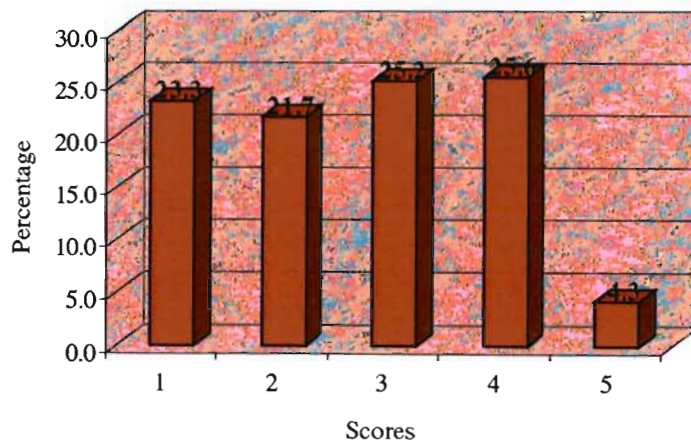
Remuneration is a sub scale that describes extrinsic factors of motivation. This sub scale describes the satisfaction with pay in for personal and family needs.

Figure 4.1.2.6a Bar chart of variable “ I am satisfied with the pay I receive compared to other in our industry”



27% of agents were satisfied with the remuneration they receive compared to the industry while, 49.8% were not satisfied. This compared to the 48% of agents that showed satisfaction in their basic in the survey done by the CCA in the UK.

Figure 4.1.2.6b Bar chart of variable “ Benefits available are appropriate for my needs and those of my family ”

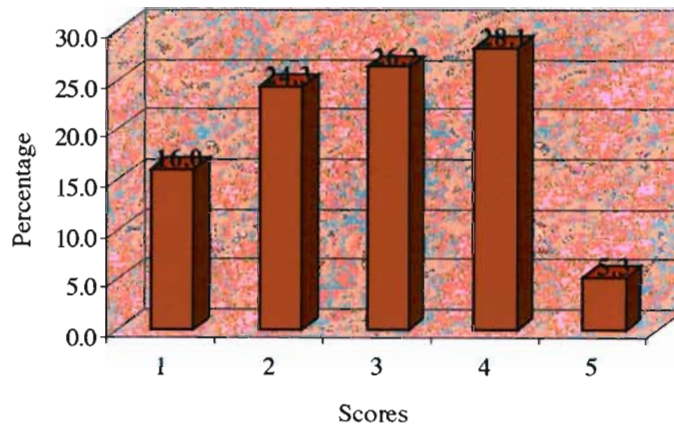


29.9% believe that their benefits are appropriate for their families whereas 45% disagree.

4.1.2.7 Status

Status is a sub scale that describes extrinsic factors of motivation. This sub scale describes the satisfaction with current job position.

Figure 4.1.2.7 Bar chart of variable “ I am satisfied with my current position”

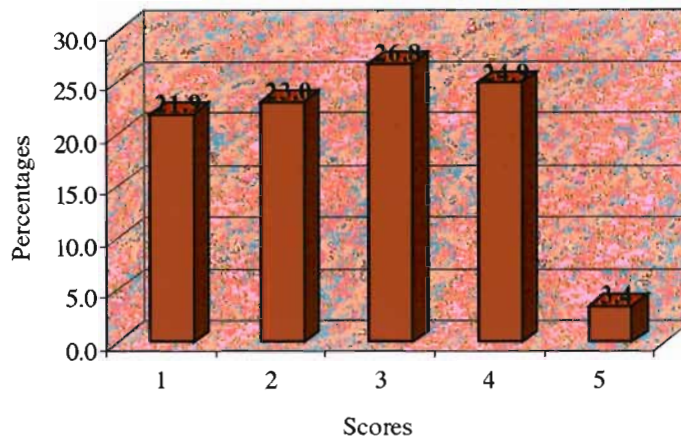


33.4% of agents were satisfied with their current positions in contact centres and 40.3% were not.

4.1.2.8 Job security

Job security is a sub scale that describes extrinsic factors of motivation. This sub scale describes the extent to which agents feel stable in their jobs.

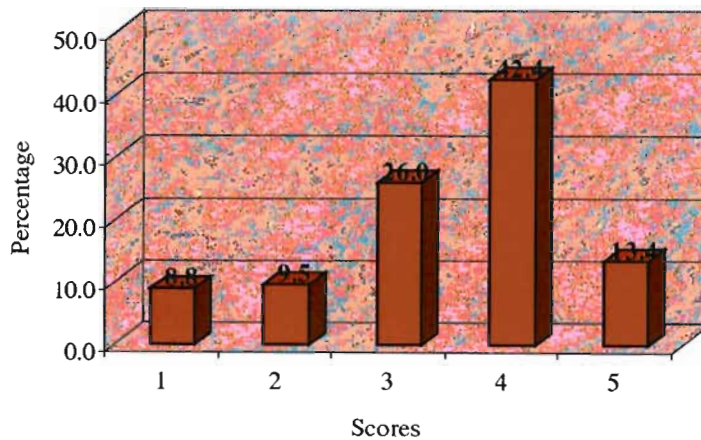
Figure 4.1.2.8 Bar chart of variable “ I feel I have job security”



28.3% of the agents believe that they have job security in their current jobs and 44.9% believe that they do not. This compared with the 67% that believed they did have job security in the CCA report shows that South Africa is lacking.

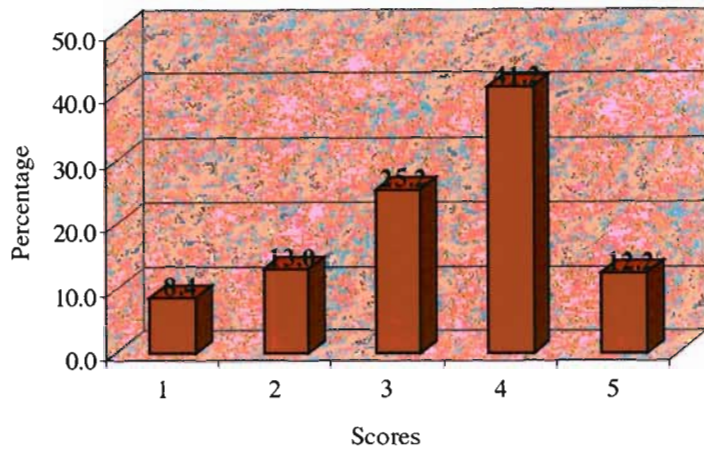
4.1.3 Equity

Figure 4.1.3a Bar chart of variable “ I feel discrimination is not a problem in my department”



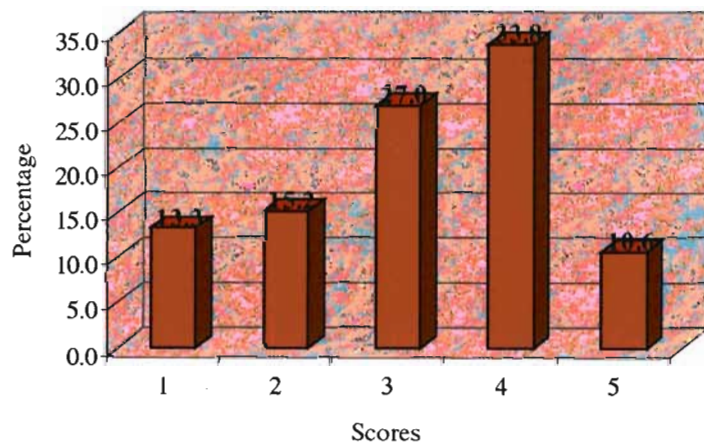
55.8% believed that discrimination is not a problem in their departments and 18.3% believed it is.

Figure 4.1.3b Bar chart of variable “ My manager is consistent in all decisions made”



53.4% believed that their managers were consistent in all decisions made and 21.4% believed they were not.

Figure 4.1.3c Bar chart of variable “ I feel favouritism is not a problem in my department”



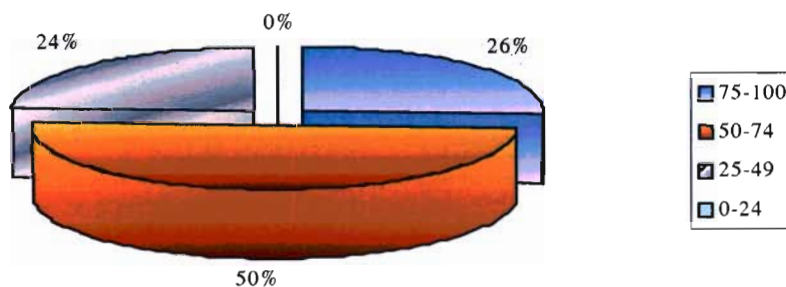
44.4% of agents believed that favouritism is not a problem in their departments and 28.5% believed that it is.

4.2 Implications on Management style in the South African Contact Centre environment

The following ratings was used to highlight problem areas and areas of effective management :

- Scores between 75-100%, management practices that appear to be perceived as working effectively
- Scores between 50-74%, management practices are perceived as needing improvement
- Scores between 25-49%, management practices are perceived as needing attention
- Scores between 0-24%, management practices are perceived as ineffective

Figure 4.2 Graph showing Ratings of scores for Management implication variables



This results show that 26% of management practices are seen a effective, 50% need improvement, 24% need attention and none of the scores indicate that any aspect investigated by this study has management practices that are ineffective.

The 26% of management practices that are seen as effective comprises of the following extrinsic factor sub scales only:

- Working conditions, specifically training, equipment and PC screens
- Peer relationships, specifically communication and teamwork

- Supervision, specifically communication and fairness

The 24% of management practices that need attention comprises of all variables that make up the following extrinsic factor sub scales:

- Personal life
- Remuneration
- Status
- Security

The intrinsic factor sub scales included in this rating were:

- Actual work, specifically adequate time between calls and making the job interesting.
- Recognition, specifically satisfaction with recognition
- Advancement, specifically opportunities for promotions and skills development

The equity factor, favouritism was also perceived as needing attention.

All the other variables that have management implications were perceived as needing improvement.

Table 4.3 Correlations Matrix for Intrinsic, Extrinsic and Equity Scales

	TOT_INTR	TOT_EXTR	TOT_EQUI	ACTUAL_W	RESPONSI	ACHIEVEM	RECOGNIT	ADVANCEM	WORKINGC	COPOLADM	PERSONAL	PEER_REL	SUPERVIS	SAT_POS	REMUNERA	SECURITY	
TOT_INTR	Pearson Correlation	1.000	0.787	0.511	0.840	0.179	0.462	0.737	0.794	0.653	0.597	0.670	0.581	0.549	0.652	0.485	0.595
	Sig. (1-tailed)		0.000	0.000	0.000	0.003	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	236	216	233	236	236	236	236	236	234	235	230	231	231	235	232	236
TOT_EXTR	Pearson Correlation	0.787	1.000	0.640	0.603	0.082	0.317	0.703	0.619	0.808	0.706	0.699	0.749	0.805	0.607	0.606	0.617
	Sig. (1-tailed)	0.000		0.000	0.000	0.106	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	216	233	232	226	231	233	232	231	233	233	233	233	233	233	233	233
TOT_EQUI	Pearson Correlation	0.511	0.640	1.000	0.385	-0.116	0.010	0.580	0.440	0.494	0.447	0.501	0.432	0.592	0.457	0.385	0.339
	Sig. (1-tailed)	0.000	0.000		0.000	0.031	0.437	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	233	232	261	252	256	261	259	253	256	257	254	253	255	260	256	260
ACTUAL_W	Pearson Correlation	0.840	0.603	0.385	1.000	0.075	0.337	0.485	0.599	0.527	0.460	0.522	0.446	0.409	0.635	0.414	0.516
	Sig. (1-tailed)	0.000	0.000	0.000		0.117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	236	226	252	255	251	255	253	248	251	251	247	248	247	254	249	254
RESPONSI	Pearson Correlation	0.179	0.082	-0.116	0.075	1.000	0.366	0.034	-0.003	0.141	0.028	-0.007	0.174	0.007	-0.005	-0.081	0.037
	Sig. (1-tailed)	0.003	0.106	0.031	0.117		0.000	0.295	0.483	0.012	0.328	0.454	0.003	0.458	0.470	0.099	0.275
	N	236	231	256	251	260	260	257	252	256	256	252	251	252	258	253	259
ACHIEVEM	Pearson Correlation	0.462	0.317	0.010	0.337	0.366	1.000	0.200	0.179	0.196	0.222	0.248	0.333	0.227	0.141	0.115	0.217
	Sig. (1-tailed)	0.000	0.000	0.437	0.000	0.000		0.001	0.002	0.001	0.000	0.000	0.000	0.000	0.011	0.033	0.000
	N	236	233	261	255	260	265	262	256	259	260	256	256	256	263	257	264
RECOGNIT	Pearson Correlation	0.737	0.703	0.580	0.485	0.034	0.200	1.000	0.515	0.514	0.532	0.559	0.557	0.529	0.512	0.444	0.482
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.295	0.001		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	236	232	259	253	257	262	263	254	258	259	254	254	254	261	255	262
ADVANCEM	Pearson Correlation	0.794	0.619	0.440	0.599	-0.003	0.179	0.515	1.000	0.541	0.485	0.543	0.405	0.411	0.561	0.437	0.527
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.483	0.002	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	236	231	253	248	252	256	254	256	252	254	249	250	250	255	252	256
WORKINGC	Pearson Correlation	0.653	0.808	0.494	0.527	0.141	0.196	0.514	0.541	1.000	0.541	0.458	0.591	0.487	0.468	0.346	0.401
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.012	0.001	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	234	233	256	251	256	259	258	252	259	256	251	251	253	258	253	258
COPOLADM	Pearson Correlation	0.597	0.706	0.447	0.460	0.028	0.222	0.532	0.485	0.541	1.000	0.537	0.443	0.453	0.457	0.485	0.491
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.328	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	N	235	233	257	251	256	260	259	254	256	261	252	252	254	259	254	260
PERSONAL	Pearson Correlation	0.670	0.699	0.501	0.522	-0.007	0.248	0.559	0.543	0.458	0.537	1.000	0.379	0.519	0.520	0.605	0.634
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.454	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	230	233	254	247	252	256	254	249	251	252	257	248	251	254	252	256
PEER_REL	Pearson Correlation	0.581	0.749	0.432	0.446	0.174	0.333	0.557	0.405	0.591	0.443	0.379	1.000	0.476	0.399	0.314	0.245
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.003	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	N	231	233	253	248	251	256	254	250	251	252	248	256	248	255	250	255
SUPERVIS	Pearson Correlation	0.549	0.805	0.592	0.409	0.007	0.227	0.529	0.411	0.487	0.453	0.519	0.476	1.000	0.354	0.354	0.450
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.458	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	231	233	255	247	252	256	254	250	253	254	251	248	256	255	253	255
SAT_POS	Pearson Correlation	0.652	0.607	0.457	0.635	-0.005	0.141	0.512	0.561	0.468	0.457	0.520	0.399	0.354	1.000	0.538	0.505
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.470	0.011	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	N	235	233	260	254	258	263	261	255	258	259	254	255	263	256	262	262
REMUNERA	Pearson Correlation	0.485	0.606	0.385	0.414	-0.081	0.115	0.444	0.437	0.346	0.485	0.605	0.314	0.354	0.538	1.000	0.568
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.099	0.033	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	N	232	233	256	249	253	257	255	252	253	254	252	250	253	256	257	256
SECURITY	Pearson Correlation	0.595	0.617	0.339	0.516	0.037	0.217	0.482	0.527	0.401	0.491	0.634	0.245	0.450	0.505	0.568	1.000
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.275	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	236	233	260	254	259	264	262	256	258	260	256	255	255	262	256	265

** Correlation is significant at the 0.01 level (1-tailed).

* Correlation is significant at the 0.05 level (1-tailed).

4.3 Intrinsic, Extrinsic & Equity Correlational relationships

Table 4.3 shows the correlational relationships between total intrinsic, total extrinsic, total equity factors and the intrinsic and extrinsic subscale factors. These relationships are discussed below.

4.3.1 Intrinsic factors

4.3.1.1 Actual work

The actual work sub scale showed its highest correlational relationship with the intrinsic factor subscale, advancement ($r = 0.599$) and the extrinsic factor subscale, status ($r = 0.635$). This implies that the nature of the work itself plays a role in the perceptions of advancement in the workplace as well as the job status held by agents. This confirms that quality workflows give agents more status and a desire to advance in their organisations.

4.3.1.2 Responsibility

The responsibility sub scale exhibited a high correlational relationship with the intrinsic factor sub scale, achievement ($r = 0.366$) and the extrinsic factor sub scale, working conditions ($r = 0.141$). This implies that increased autonomy in a job is related to increased achievement orientation. The correct working conditions are also essential to facilitate increased responsibility in the workplace.

4.3.1.3 Achievement

The achievement sub scale showed the highest significance with the intrinsic factor sub scale, responsibility ($r = 0.366$) and the extrinsic factor sub scale, peer relationships ($r = 0.333$). Achievement and responsibility sub scales have their highest intrinsic correlation with each other. The significance of peer relationships shows that an environment conducive to individual achievement is related to the group dynamics. It is interesting to note that the variable most highly correlated to this sub scale is “My team looks for ways

to change processes to improve productivity”. Individuals show more motivation to achievement orientation if they perceive the group to exhibit this quality as well.

4.3.1.4 Recognition

The recognition sub scale shows a significant correlational relationship with the intrinsic sub scale, advancement ($r = 0.515$) and the extrinsic sub scale, personal life ($r = 0.559$). This implies that agents that receive adequate recognition, perceive possibilities for advancement in the workplace. Considerations for an individual’s personal life also shows an important relationship with recognition as it may have implications for individual rewards.

4.3.1.5 Advancement

The most significant correlational relationships were found with the intrinsic factor sub scale actual work and the extrinsic factor sub scale status. Advancement and actual work subscales have their highest intrinsic correlation with each other. The relationship with the extrinsic factor sub scale status implies that agents are satisfied with current positions given that they have opportunities for future growth.

4.3.2 Extrinsic factors

4.3.2.1 Working conditions

The sub scale working conditions exhibit a high correlational relationship with the intrinsic factor sub scale advancement ($r = 0.541$) and the extrinsic factor sub scale peer relationships ($r = 0.591$). This implies that peer relationships contribute to the perception of the working environment and that good working conditions are conducive to advancement in the workplace.

4.3.2.2 Company Policy and Administration

The most significant correlational relationships were found with the intrinsic factor sub scale recognition and the extrinsic factor sub scale working conditions. This implies that receiving adequate information the organisation is conducive to good working conditions. Adequate information dissemination also contributes to perceptions of adequate recognition.

4.3.2.3 Peer relationships

The most significant correlational relationships were found with the intrinsic factor sub scale recognition and the extrinsic factor sub scale, working conditions. This implies that recognition and working conditions play an important role in developing good peer relationships.

4.3.2.4 Personal life

The most significant correlational relationships were found with the intrinsic factor sub scale, recognition and the extrinsic factor sub scale security. Personal life and recognition sub scales have their highest intrinsic and extrinsic correlation with each other respectively. Agents perceive that greater flexibility and personal life considerations are evident in a secure job.

4.3.2.5 Supervision

The sub scale supervision showed a significant relationship with the intrinsic factor sub scale recognition ($r = 0.529$) and the extrinsic factor sub scale personal life ($r = 0.519$).

This implies that adequate recognition and considerations for personal life play an important role in the perception of supervision.

4.3.2.6 Remuneration

The sub scale remuneration showed a high correlational relationship with the intrinsic factor sub scale advancement ($r = 0.437$) and the extrinsic factor sub scale personal life ($r = 0.605$). This implies that the possibilities for advancement and considerations for personal life have a significant impact on the satisfaction with remuneration received.

4.3.2.7 Status

The sub scale status showed a significant relationship with the intrinsic factor sub scale actual work ($r = 0.635$) and the extrinsic factor sub scale remuneration ($r = 0.538$). This implies that the work itself and adequate remuneration have important implications for perceptions of the status of the job.

4.3.2.8 Security

The sub scale security exhibited a high relationship with the intrinsic factor sub scale advancement ($r = 0.527$) and the extrinsic factor sub scale personal life ($r = 0.634$). This implies that the possibilities for advancement and considerations for personal life have an impact on the degree of perceived security in their jobs.

4.3.3 Total intrinsic factors

The most significant correlational relationships were found with the intrinsic factor sub scale, actual work ($r = 0.840$) and the extrinsic factor sub scale, personal life ($r = 0.670$).

This implies that the work itself was the most powerful motivator for the sample and that total intrinsic factors were most impacted by consideration for personal life.

4.3.4 Total Extrinsic factors

The most significant correlational relationships were found with the intrinsic factor sub scale recognition ($r = 0.703$) and the extrinsic factor sub scale working conditions ($r = 0.808$). This implies that working conditions was the most powerful hygiene factor for the sample and that total extrinsic factors were impacted most by recognition.

4.3.5 Total Equity

The most significant correlational relationship were found with the intrinsic factor sub scale recognition ($r = 0.580$) and the extrinsic factor sub scale supervision ($r = 0.805$). This implies that equity perceptions are influenced both by intrinsic and extrinsic factors. Perceptions of equity exist, given that agents receive adequate recognition and supervision.

The total intrinsic and extrinsic factors show a very significant correlational relationship ($r = 0.787$). Total equity factors exhibit a higher correlation to extrinsic factors ($r = 0.640$) than intrinsic factors ($r = 0.511$). This suggests that extrinsic aspects of the job may be more important than intrinsic factors in the perception of equity in the workplace.

The above correlations and their implications support the existence of relationships between intrinsic, extrinsic and equity variables of motivation in the South African context.

4.4 Discussion

4.4.1 Intrinsic factors

4.4.1.1 Actual Work

Herzberg Motivation-hygiene theory promoted job enrichment and this has been supported by the results of the study. The design of the contact centre job requires greater variety, increased responsibility and more challenging tasks (refer to section 4.1.1.1) Taylor, Mulvey, Hyman and Bain (2002) have also stated that:

the requirement to be engaged continuously in call-handling activities generates a particular combination of work design characteristics with identifiable effects on physical and psychological wellbeing.

Taylor and Scholarios (2002, p. 4) suggested that:

contact centres are not homogenous and consist of workflows varying according to quantitative and qualitative characteristics. Quantitative workflows showed greater task repetition, less operator control over method and timing of work, and lower cognitive complexity in terms of problem-solving demands and use of personal initiative, whereas quality workflows showed a relatively more enriched job design, with greater variety, control and complexity. They found that those in quality workflows held more positive attitudes towards the organisation and were more likely to want to stay in their current jobs. This was the case even though the quality workflow also appeared to have very high levels of task repetition, which is a distinctive feature of all call centre work (Taylor & Bain, 1999).

Agents that do not have sufficient time between calls (refer to section 4.1.1.1), this suggests staffing problems. Staffing and forecasting are important management processes that impact on agent motivation. Purdue Research Foundation Benchmark Performance Report 2000 found that the average occupancy rate of contact centres is 74.54%.

(<http://www.callcentercatalog.com/industryfacts/performance.html>). If agents have continuous high occupancy rates this could lead to staff turnover and sickness.

4.4.1.2 Responsibility

The results achieved in section 4.1.1.2 implies that contact centre management needs to loosen their reigns of power with regard to decision-making processes appropriate to the job function of an agent. This echoes McGregor's Theory Y of participative management.

All agents wants to feel that their work is making a contribution to the organisation and with giving an agent increased responsibilities this would create an alignment with organisational goals within the contact centre microenvironment.

This is re-iterated by Taylor and Scholarios' (2002) as they suggested that:

quality workflow experiences were related to intrinsic satisfaction and greater attachment to the organisation in the form of commitment and lower turnover intention.

Their study also confirmed that introducing greater responsibility reduced psychological strain experienced by call centre agents.

This also shows agents that, as management, you are willing to share the power, and trust in their abilities. This re-iterates the cognitive dissonance theory, which requires that management uplift agents' self esteem.

4.4.1.3 Achievement

The results reflect high commitment and high self- esteem (refer to section 4.1.1.3). These respondents perceive themselves as exhibiting high achievement orientation. This suggests that the quality work design as described by Taylor and Scholarios (2002) is the best way

to increase quality standards and efficiency of your team and promotes McGregor's theory Y.

Investigations undertaken later by McClelland illustrated that the need for achievement, can be awakened through training. If training programmes are effective, they can result in the productivity of employees increasing phenomenally. (Andrews, 1988, p.263).

4.4.1.4 Recognition

The results imply that agents are not satisfied with recognition received. This also has equity implications as recognition may be given in different forms, and the agent will have to measure the different forms with a perception of intensity.

Recognition is a very important process in contact centres which is not given a high priority. This shows appreciation of the job performed and enhances the spirit of contact centre. This concept lends itself to feedback processes, as identified by Locke's goal setting theory, and re-inforcement theories, which states that failure to respond to performance, can also modify behaviour. Its also lends itself to sources of motivation in self- concept theories. The results achieved from the study implies that recognition is more evident in teams with good communication.

4.4.1.5 Advancement

The results imply that agents do not perceive career possibilities in companies that they do not enjoy working in (refer to section 4.3.1.5).

Growth is an important aspect of any job, an employee might not necessarily want to grow vertically but within the position they in. The key element in this concept is that employees are working towards their growth as well as that of the organisation.

Many agents believe working in a contact centre as a dead-end job. This is due to the perception of the contact centre agent function. This could also be attributed to management styles in the contact centre or the perception that they may only be promoted

(refer to section 4.3.1.5) when the existing management personnel leave the organisation. Once we succeed in removing the stigma, that call centres constituted electronic penitentiaries according to Fernie and Metcalf (cited in Taylor, et al, 2002), and the 'electronic panopticon' perspective according to Bain & Taylor and Lankshear (cited in (Taylor, et al, 2002),

From this industry, educating agents on their vital role in the organisation and making this job as interesting as it can be, will result in more agents showing interest and growing with the industry.

4.4.2 Extrinsic factors

4.4.2.1 Working conditions

The comparative results with the CCA 1998 report show that the equipment used in South African contact centres are of an international standard (refer to section 4.3.2.1). The working conditions in the contact centre are directly related to peer relationships (refer to section 4.3.2.1). To enable management to facilitate peer relationships we must educate our employees on conflict management, sharing information, co-operating with others and the satisfaction of teamwork.

The environment within which contact centre agents work is also very important and is not necessarily only attributed to equipment and resources but by other variables in the environment. Robbins (1998, p.120) stated:

that work conditions and design variables such as temperature, noise, lighting, air quality, work space size, interior layout and arrangement, and degree of privacy can directly influence employee satisfaction. In addition, they indirectly affect employee productivity by influencing communication and employee fatigue.

This feature is very important, but is not normally recognised by managers due to adherence or conforming to company norms for office image. This ranges from the type of lighting in contact centres to the air-conditioning. Contact centre agents need to sit at

workstations for their entire work day and this needs to be made as comfortable as possible.

Unison a Scotland Call centre union has created a charter which identifies specific Health and Safety risks that should be addressed through comprehensive risk assessments of the working environment, workstations, monitoring systems and workplace stress. Call centres have particular health and safety risks related to being seated for most of the day often in a poor working environment with the stress of dealing with calls under close supervision and monitoring. Noise induced hearing loss, voice loss and musculo-skeletal disorders are not uncommon.

4.2.2.2 Company Policy and Administration

The results imply that information received about the organisation is related to working conditions and recognition (refer to section 4.3.2.2). Agents need to be able to see how the department objectives will help achieve organisational goals. If they are included in communication, they feel a part of the whole. This argument parallels the self-categorisation theory proposed by Haslem, et al (2000, p.320)

Moreover, it also follows from self-categorisation theory that in contexts where people define themselves in terms of a shared social identity, their mutual interaction and associated processes of social influence should play a significant role in work motivation (Haslem, in press). This point follows from Turner's (1991) argument that when people perceive themselves to share a category membership with other people, that categorisation provides a psychological basis for expecting and seeking alignment with those people on issues and dimensions relevant to their shared identity (see also Haslem, Oakes, Reynolds, & turner, 1999). So, under conditions where employees define themselves in terms of a common social identity, they are motivated to identify and conform to shared group norms.

This confirms that if agents are made aware of the importance of their tasks, and the effect of their activities on the company as a whole, even though the degree of monotony, these activities will become more appealing.

4.2.2.3 Peer relationships

The results imply that peer relationships is related to working conditions and recognition (refer to section 4.3.2.3). Perceptions of peer recognition and working conditions contribute to the quality of relationships between peers in the workplace.

4.2.2.4 Personal life

The results suggest that consideration for personal life impacts on an agent feeling secure in his work environment and perceptions of recognition (refer to section 4.1.2.4).

Family and personal needs have been highlighted in this study as having management techniques that need attention. Contact centres are an area of the business that can be flexible, within staff capacity limits. Robbins (1998, p.226) has identified that alternative work schedule options such as the compressed workweek, shorter workweeks, flextime, job sharing, and telecommuting have grown in popularity in recent years as important strategic tools.

The contact centre has an environment that can be flexible, however this should be applied within reason.

4.2.2.5 Supervision

Management techniques for communication and fairness are effective in contact centres (refer to section 4.1.2.5). The other supervision variables need improvement. The results suggest that consideration for personal life and recognition impacts perceptions of supervision (refer to section 4.1.2.5).

4.2.2.6 Remuneration

This variable shows an enormous gap of need, identified by Maslow's, as a physiological need, Alderfer, as a need of existence and Haslem et.al as the animal level of self categorisation. Kwa- Zulu Natal agents are the lowest paid in the country and this is evident by the responses of agents (refer to section 4.1.2.6).

4.2.2.7 Status

The results imply that if agents are not satisfied in positions and that this is linked with remuneration and the work itself (refer to section 4.3.2.3).

4.2.2.8 Security

The results show that a relationship exists with job security and family and personal needs. This implies that agents that are more secure in a job have a greater perception of possibilities for advancement and greater flexibility in their jobs for personal reasons.

4.2.3 Equity

The results imply that a relationship exists between equity perceptions, recognition and supervision (refer to Section 4.1.3). Agents perceive that a situation is equitable if they receive sufficient recognition. Recognition is related directly to procedural and distributive justice. Equity perceptions are also determined by the perceptions of supervision styles.

This study has only focused on the perception of favouritism and discrimination, but the roots of the perceptions of inequity penetrate many other concepts. These concepts can be identified by future research.

According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. (Robbins, 1998, p.173).

The results from this study show that intrinsic and extrinsic factors are highly correlated, which suggest that both factors may contribute to motivation. This relationship is beyond

the scope of my study as job satisfaction was not measured, but may prove interesting for future research. This view is also held by Strauss, who disagrees with Herzberg's view that the improvement of hygiene factors only prevent work dissatisfaction, but do not cause work satisfaction. (Andrews, 1988, p.264)

Perceptions of equity are more highly related to extrinsic factors (refer to section 4.1); working conditions, peer relationships, status, remuneration, company policy and administration, family and personal needs and supervision.

Andrews (1988, p.264) criticised Herzberg's theory, and stated that it can be said that personnel differ from one another to such an extent that some individuals won't pursue achievement in their work at all. Others, particularly those in the lower income groups, will probably have more interest in the hygiene factors such as salary and security of tenure, than in the motivators such as challenge and variety of work.

The researcher disagrees with this view as, the results of the study has shown evidence of agents that are unsatisfied with remuneration that still think that their jobs should have varied tasks. The above view has tunnel vision, as an employee may need money, but can still enjoy a job that is made more interesting.

Chapter 5: Conclusions and Recommendations

5.1 Recommendations

5.1.1 Intrinsic factors

5.1.1.1 Actual Work

The contact centre job is highly repetitive by nature, but variety can be introduced in the form of administrative duties, support functions and recreational activities, which will also make working enjoyable. The Global Benchmarking Report 2001 suggested that:

If work can be varied and made more interesting, the agents will be more interested in the work and their own contribution.

The challenge for managers would be to make existing work interesting. This can be done by incentivisation, as this will renew interest in the work. The incentives should be desirable to all agents and the researcher believe that rewards should not be individualised due to the problems of inequity it brings with it. Management can be innovative and give the choice to the agents by incentivising with a voucher or points-based rewards programme which can be redeemed for something that is desired by the agent. A voucher can be used to buy food for the agent with physiological needs and the latest fashion for a person with affiliation needs. Haslem et al 2000 also argues for group motivators:

It appears that while there has been a tendency among organisational researchers (after Herzberg, 1966) to treat group-based motivators as inferior to those tailored to a person's individuality, this view seems unwarranted and may, in some circumstances, be counter-productive. In many important contexts, employees see themselves, and act, as members of social groups, and this aspect of the self- together with the needs that it creates and satisfies- is something that researchers and practitioners over-look at their peril.

A manager must ensure that forecasting methods predict the correct staffing requirements. This may not always be accurate, but should be the rule rather than the exception. Having the right staff complement will relieve some of the pressure and contribute to the well being of the contact centre as a whole.

5.1.1.2 Responsibility

Increased responsibility will require adequate training and monitoring mechanisms to ensure that the decisions are being applied within the correct standards. With more responsibility and control over their work, will come more challenges and management will be required to support that process rather than manage it. This in turn will also impact on the service delivery to clients as it will be quicker and the process will appear seamless.

5.1.1.3 Achievement

The study has supported that the above concept will increase the need for achievement (refer to section 4.3.1.3)

5.1.1.4 Recognition

Recognition may be given by means of performance-linked rewards, certificates or even gestures, but must also be given consistently. Management focus needs to include recognition as part of its business strategy.

5.1.1.5 Advancement

Management need to instil a learning culture in agents so that they can develop. Career mapping is a very important process, which shows the agent how they will develop. This will also let agents know that the organisation is working for them too.

Management needs to educate agents about the contact centre industry, its growth and its potential in South Africa. The importance that the Contact Centre industry can have on South Africa is enormous.

The CCA 1998 report results have shown that:

Call centres can provide a very real opportunity for fast career progression as a result of the increasing growth in the industry and development of specialist skills.

Agents need to be exposed to this information so that they can capitalise on it.

5.1.2 Extrinsic factors

5.1.2.1 Working conditions

Management should consider each variable of working conditions and involve agents in any decisions involving changes in workspace. Their input should also be obtained for choices of headsets, as this is their most important tool. It will be impractical to give each new agent a choice of headset, but when the current headsets have outlived their life spans, agents should definitely be involved. Management need to scan the market before obtaining these items and ensure that comfort for the agent is a priority.

Training undertaken by agents must not only include product knowledge but skills development as well to show interest in uplifting the skills set of staff for the organisation, as well as the industry.

Skills development goes hand in hand with training. The response to this question suggests that we should increase the training given to agents, not only in product knowledge, but in personal skills as well, so that agents can develop holistically. SAQA learnerships are playing a great role in skilling contact centre agents.

Managers need to be instrumental in developing team spirit and a relaxed and friendly environment in the contact centre. Robbins (1998, p.273) states that employees will look to managers as models and should to read the message they are sending and model their behaviour accordingly. Managers' temperament, demeanour and particularly management style all contribute to the environment of the contact centre. Participative management style is recommended by Mc Gregor's theory Y and will achieve the type of culture that is

conducive to staff motivation. Once agents become accustomed to this culture, once they will feel a sense of identity with their team and generate commitment to the organisation (Robbins, 1998). Haslem (2000, p.325) stated that:

The internalisation of organisational or team identity therefore leads to self-regulation on the part of employees that substantially reduces the need for managerial intervention.

5.1.2.2 Company Policy and Administration

The CCA 1998 report stated that more than 95% of managers, identified effective communication as being critical to the overall motivation in their call centres. Effective communication and information dissemination processes need to be implemented. This process has to be on going, in a format that is understandable to agents and what it means to them. Issues should be discussed in a forum and the same process used for good and bad news. All information should be linked to the organisation and put into context for the agent. The CCA 1998 report also stated that there is increasing evidence that agents wish to have more information about the wider company business issues so they can put the call Centre performance into context. The report has also identified linking the performance of the individual agent to the larger objectives of the overall organisation as an important factor.

Day-to-day communication also requires special attention as agents may not have the same resources as other employees in the organisation and they are also in a position where everyone is not available at once for a meeting or announcement. This could instil a feeling of not being kept in the loop or unimportance. Agents are the front line to our business and are the people speaking to our clients. They need to be first informed of any change to fully equip them to handle calls and maintain confidence as the face of the organisation.

5.1.2.3 Peer relationships

Team building is an essential part of managing a contact centre. Team building exercises do not have to be the extravagant white water rafting, but can be an exercise performed on

site, in a training room. This is where management can show creativity in managing their teams. They need to educate agents on teamwork and introduce them to the satisfaction of teamwork. Agents will also need to be educated on conflict management to ensure that they are equipped with all the tools for successful team dynamics. Management needs to facilitate and promote this team building process.

5.1.2.4 Family and Personal needs

Management needs to consider flexibility options and make it available to contact centre agents. This is one of the advantages of being a contact centre agent, and should be utilised.

5.1.2.5 Supervision

Managers will be required to develop their interpersonal skills if they are going to be effective in their jobs (Robbins, 1998, p.335) as, by providing the agent with these tokens, management is building their perception of being part of a team, promoting organisational goals and increasing productivity. Agents also require regular feedback on their tasks and performance appraisals to direct their efforts for improvement. This is essential as it allows for re-inforcement and recognition of desired behaviour.

Performance management is an important contributory factor to motivation. Adequate training and role-playing is essential to give the agent confidence to take calls fully prepared.

The study has confirmed that communication determines perceptions of management.

In addition, agents must have continuous support and encouragement as suggested by Lock's goal setting theory. The CCA 1998 report suggests that:

Advice and support can be provided both formally, – by increasing the structure of team meetings, greater use of one-to-one sessions, regular briefings and encouraging staff to

make suggestions, and informally – by taking a greater interest in agents' views and listening to their ideas.

5.1.2.6 Remuneration

Remuneration is always going to be discussed until contact centre agents receive an adequate remuneration to match up to their up and coming professional jobs. Salary costs amount to approximately 80% of contact centre costs and this is a necessary evil of the industry because the people are the most important asset and represent your core business strength.

5.1.2.7 Status

Management needs to recognise that as much as the industry is growing, the status symbol in a job lies largely, in how much money you earn at the end of the month.

5.1.2.8 Security

The use of temporary staff may provide an organisation with flexibility, less human resource administration and less remuneration costs, but it also gives an agent a feeling of insecurity, decreases motivation and also increases training costs each time an agent is replaced.

5.1.3 Equity

Equity perceptions could also be related to the transparency of processes in the contact centre environment. Decisions might be perceived as lacking distributive and procedural justice due to a lack of understanding of the process. However, it is not possible to make all information public knowledge due to sensitivity of issues.

5.2 Conclusion

The intrinsic and extrinsic factors, identified by Herzberg, have been confirmed to exist in the South African environment. The relationship of these factors confirmed by the study, re-affirm management implications of existing literature, and also provides additional insight to the perceptions of agents and to the concept of motivation to the workplace.

The study suggests that Contact Centre management need to focus on agents' personal life considerations in the work environment and the work itself to enhance intrinsic motivation. Extrinsic motivation can be enhanced by improving recognition processes and working conditions. Equity perceptions are predominantly influenced by supervision and recognition. The other variables also contribute to motivation but to a lesser extent.

Management need to manage the perceptions of agents in terms of organisational justice to ensure that practices are seen as equitable. This will contribute to the climate of contact centres, perceptions of management and create an environment conducive to motivation.

There is an established link between levels of motivation and individual performance- the more motivated you are, the better your performance. Motivated individuals produce better results for the organisation through improved customer service, sales and profitability. This leads to an improved corporate image and increased customer loyalty. The circle is completed by growth in job satisfaction and staff loyalty, with an immediate impact on staff retention and costs. (CCA report 1998)

Management needs to consider the cost-benefit implications of the management practices suggested above to organisations, as this might be the deciding factor between an internationally formidable workforce and somebody simply answering the phone.

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Appendix I- Questionnaire

Survey Cover Sheet

Staff Motivation in a Contact Centre Environment

You are being invited to participate in a research project conducted by Dessica Ramsamy. I am a student enrolled for a Masters in Business Administration degree offered by the Graduate School of Business at Natal University. If you would like to contact me, you may reach me at the following email address:
dessica@absamail.co.za

I estimate that it will take you about 10 minutes to complete this questionnaire related to your views on factors affecting Staff motivation in the Contact Centre environment.

While I foresee no risks to you through your participation in this study, you may find benefits from the opportunity to reflect upon your existing contact centre environment and what you would like to change to create an environment conducive to increased staff motivation.

The information that you provide will in no way be connected with your name. To help us in assuring your anonymity, please do not include any personal contact information anywhere on the questionnaire. Your completion and submission of this questionnaire will be considered your voluntary agreement to participate and an indication of your consent that we may use the data that you provide for research purposes.

Please can you complete the questionnaires and return by the 3 September 2003.

Thank you for your participation! 😊

Please can you mark the appropriate box that corresponds with your answer.

1. Please indicate which industry you work in:

- Banking
- Building Maintenance
- Cell Phone
- Loyalty
- Medical Aid
- Publishing
- Retail
- Other, please specify _____

2. What is the nature of your contract of employment

- Temporary
- Permanent

3. Length of employment in the Call Centre Industry (years)

- 0-1
- 2-3
- 4-5
- 6-10

4. Length of Current Employment (years)

- 0-1
- 2-3
- 4-5
- 6-10

5. Age

- 19-25
- 26-30
- 31-39
- 40-49
- 50-59

6. Gender

- Male
- Female

7. Marital Status

- Single
- Married
- Divorced

8. No of dependants in household

- 1
- 2
- 3
- 4
- 5

Please can you mark your responses below:

1. My job is enjoyable	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
2. I find my work challenging	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
3. My job is made interesting	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
4. I have adequate time between calls	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
5. I think my job should have varied tasks	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
6. I take responsibility for calls that I handle	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
7. My job makes good use of my skills and abilities	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
8. I have the necessary resources to perform my job	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
9. I have all the information need to do my job well	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
10. I am given the training needed to do my job effectively	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
11. I have the equipment I need to do my work	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
12. I am comfortable with the headset used	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>
13. I am comfortable with the computer screen used	Strongly Agree <input type="radio"/>	Agree <input type="radio"/>	(Neither Agree nor Disagree) <input type="radio"/>	Disagree <input type="radio"/>	Strongly Disagree <input type="radio"/>

14. I do not have any physical discomfort in my working environment	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
15. I work in a relaxed and friendly work environment	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
16. I believe that my call centre has a good team spirit	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
17. My team focuses on fixing the problem rather than finding fault	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
18. My fellow employees are committed to doing quality work	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
19. My co-workers and I work as a team	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
20. My team looks for ways to change processes to improve productivity	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
21. My colleagues are congenial people to work with	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
22. I have good communication with the rest of my team	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
23. I believe regular team meetings are essential to develop effective teamwork	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
24. I am committed to producing the highest quality work	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
25. I find new and better ways to get the job done	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0
26. My peers recognise me when I do a good job	Strongly Agree 0	Agree 0	(Neither Agree nor Disagree) 0	Disagree 0	Strongly Disagree 0

27. I am recognised by my supervisor/manager for my contributions	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
28. I am satisfied to the extent that I receive recognition	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
29. I am satisfied with my current position	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
30. I have freedom to use my own judgement in getting the job done	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
31. I believe that careers paths exist for someone like me in my company	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
32. There are opportunities for promotion in my role	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
33. I am given the opportunity to improve my skills in my Company	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
34. I am satisfied with information I receive on what's going on in my Co.	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
35. I am kept informed about matters that affect me in my company	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
36. I am satisfied with the way I receive compared to others in our industry	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
37. I feel I have job security	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
38. I feel my supervisor is sensitive to my personal responsibilities	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o
39. I can get help with private problems in my work environment	Strongly Agree o	Agree o	(Neither Agree nor Disagree) o	Disagree o	Strongly Disagree o

40. Benefits available are appropriate for my needs and those of my family	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
41. I have the flexibility to arrange work schedules to meet my family's needs	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
42. I communicate well with my supervisor	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
43. My Supervisor does not put me under pressure unnecessarily	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
44. My mistakes are respectfully addressed by my supervisor	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
45. My supervisor provides me with adequate support when need help	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
46. I am treated fairly by my supervisor	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
47. My supervisor provides me with adequate feedback	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
48. I feel favouritism is not a problem in my department	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
49. I feel discrimination is not a problem in my department	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○
50. My Manager is consistent in all decisions made	Strongly Agree ○	Agree ○	(Neither Agree nor Disagree) ○	Disagree ○	Strongly Disagree ○

Thank you for your participation! 😊

Appendix II- Reliability Analysis

1. Actual Work

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	ENJOY	CHALLENG	INTEREST	SKILLS
ENJOY	1.0000			
CHALLENG	.4847	1.0000		
INTEREST	.5995	.5778	1.0000	
SKILLS	.4106	.4986	.5284	1.0000

N of Cases = 255.0

Reliability Coefficients 4 items

Alpha = .8064 Standardized item alpha = .8104

2. Achievement

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	NEW_BET	I_QUALIT
NEW_BET	1.0000	
I_QUALIT	.4744	1.0000

N of Cases = 265.0

Reliability Coefficients 2 items

Alpha = .6411 Standardized item alpha = .6435

3. Recognition

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	SUP_REC	SAT_REC	PEER_REC
SUP_REC	1.0000		
SAT_REC	.7632	1.0000	
PEER_REC	.5255	.5596	1.0000

N of Cases = 263.0

Reliability Coefficients 3 items

Alpha = .8295 Standardized item alpha = .8280

4. Advancement

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	CAR_PATH	OPPO_PRO	OPPO_SKI
CAR_PATH	1.0000		
OPPO_PRO	.6298	1.0000	
OPPO_SKI	.5507	.5812	1.0000

N of Cases = 256.0

Reliability Coefficients 3 items

Alpha = .8102 Standardized item alpha = .8102

5. Working Conditions

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	ALL_INFO	RESOURCE	TRAINING	EQUIPMEN
HEADSET				
ALL_INFO	1.0000			
RESOURCE	.7580	1.0000		
TRAINING	.6583	.5407	1.0000	
EQUIPMEN	.6880	.6999	.6596	1.0000
HEADSET	.3671	.3662	.3001	.3652
1.0000				
PCSCREEN	.4421	.4315	.4503	.4915
.4917				
RELAXED	.3607	.3295	.3902	.3608
.2795				

PCSCREEN RELAXED

PCSCREEN	1.0000
RELAXED	.3046
	1.0000

N of Cases = 259.0

Reliability Coefficients 7 items

Alpha = .8518 Standardized item alpha = .8581

6. Peer relationships

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	SPIRIT	FIX_PROB	QUALITY	TEAM
IMPROVE				
SPIRIT	1.0000			
FIX_PROB	.5982	1.0000		
QUALITY	.4633	.5003	1.0000	
TEAM	.5687	.6203	.6407	1.0000
IMPROVE	.4800	.5416	.5220	.6698
1.0000				
COMMUNIC	.5028	.4929	.5681	.6651
.5226				
	COMMUNIC			
COMMUNIC	1.0000			

N of Cases = 256.0

Reliability Coefficients 6 items

Alpha = .8775 Standardized item alpha = .8830

7. Supervision

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	SUP_PERS	SUP_COMM	SUP_PRES	SUP_MIST
SUP_SUPP				
SUP_PERS	1.0000			
SUP_COMM	.6119	1.0000		
SUP_PRES	.5722	.7507	1.0000	
SUP_MIST	.5873	.6877	.7049	1.0000
SUP_SUPP	.5871	.6846	.6994	.7579
1.0000				
SUP_FAIR	.5716	.6996	.7408	.7857
.8513				
SUP_FEED	.5499	.5950	.6257	.6590
.7811				
	SUP_FAIR	SUP_FEED		
SUP_FAIR	1.0000			
SUP_FEED	.7915	1.0000		

N of Cases = 256.0

Reliability Coefficients 7 items

Alpha = .9357 Standardized item alpha = .9372

9. Remuneration

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	SAT_PAY	APPRO_BE
SAT_PAY	1.0000	
APPRO_BE	.3290	1.0000

N of Cases = 257.0

Reliability Coefficients 2 items

Alpha = .4951 Standardized item alpha = .4951

10. Personal Life

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	PRIV_PRO	FLEX_FAM
PRIV_PRO	1.0000	
FLEX_FAM	.4452	1.0000

N of Cases = 257.0

Reliability Coefficients 2 items

Alpha = .6135 Standardized item alpha = .6161

11. Company Policy and Administration

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	INFO_CO	SAT_INFO
INFO_CO	1.0000	
SAT_INFO	.7550	1.0000

N of Cases = 261.0

Reliability Coefficients 2 items

Alpha = .8593 Standardized item alpha = .8604

12. Equity

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	CONSISTE	DISCRIMI	FAVOUR
CONSISTE	1.0000		
DISCRIMI	.6213	1.0000	
FAVOUR	.6283	.7673	1.0000

N of Cases = 261.0

Reliability Coefficients 3 items

Alpha = .8601 Standardized item alpha = .8602