

## **The Influence of HRM Practices and Environmental Factors on Job Performance of Internal Customers of Call Centre Industry**

**Yoshifumi Harada**

*Faculty of Management Sciences, Prince of Songkla University, Songkhla, Thailand; and  
School of Business Innovation and Technopreneurship, University Malaysia Perlis*

**Thishvan Sendera**

*School of Business Innovation and Technopreneurship, University Malaysia Perlis*

**Ndanusa Mohammed Manzuma-Ndaaba**

*School of Business Innovation and Technopreneurship, University Malaysia Perlis*

### **Abstract**

Environmental factors has being responsible for job performance of employees otherwise called internal customers in many sector, however little studies integrated these factors with Human Resource Management (HRM). Specifically, this study aimed at applying these factors to volatile customer centric industry called the call centre. This is one industry that has all her indices and performances rated from the perception of customer. The study applied multiple regressions and spearman's ranking order to analyze the data, the result shows significant contribution to both theory and practice. This study affirmed that there exist a positive relationship between job performance of internal customers of call centre and training, incentive, goal setting and environmental factors as empirically justified by the findings.

**Keywords:** Internal customer of organization, call centre, HRM practices, Environmental factors, Job performance

### **Introduction**

The call centre industry is one of the most rapidly growing service providers in the developed world today (Staples, Dalrymple & Phipps, 2001). The reason is not farfetched; Call centres are employed in diverse industries, including financial services, insurance, retail, information technology, and telecommunications. As the world is getting more competitive day by day, an organization should be proactive to put in enormous effort to remain competitive and sustainable. Internal customers of an organization are considered to be part of the intangible assets of an organization. They are a precious commodity that forms a significant part of an organization's value. In other words, internal customers are referred to as the employee of the organization.

Unlike the external customers, job performance of internal customers is significant to the success of an organization. It is a major responsibility of an organization to enhance the job performance of the employees through conducive work environment. As the performance of employees is significant for an organization, the management or the employers should consider improving the performance of employees in their

organizations by encouraging them to do their tasks and duties as efficiently and effectively as possible in line with the goals and set targets. According to Blumberg and Pringle (1982), when an employee achieve high job performance, this will lead another employee to increase their performance as well particularly if their exist rewards for efficiency through timely or periodic evaluation.

## **2.0 Difference between Internal and External Customer of an Organization**

Recent researches in management and marketing have proved that employees are also customers of an organization (Yoo, Chin & Yang, 2006). This is because the generated the output of the organization and without them the organization cannot function. The perspective is from within and that is why the term internal is attached (Yoo, Chin & Yang, 2006). Just like the external customer who patronized the organization product, the internal customers process the output. However, external customers are the buyers, consumers or users of the product or services of an organization (Abdullateef, Iwu, Kareem & Manzuma-Ndaaba, 2015). While external customers are concerned with the quality, quantity, attraction, price, value, durability and other benefits of the output, internal customers are concerned with issues like security from economic strain, recognition of their effort, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clear definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect (Kuria, 2011).

## **3.0 The Concept of Call Centre**

According to Dawson (2004), call centres form an integral part of various industries today. They play an essential role in the business world and are often the primary source of contact with external customers. Borst, Mandelbaum and Reiman (2004), mentioned that call centres may be regarded as "a service network where agents provide telephone based services or, sometimes more generally online-services, with customers and servers being remote from each other". Thus, a call centre is a working environment in which the main business is conducted via a telephone whilst simultaneously using display screen equipment (DSE). Call centres were initially regarded as a cheaper means of communication compared to the 'face-to-face' contact (Holdsworth & Cartwright, 2003). However, in recent years with the advanced telecommunications and computer technology, call centres are seen as a means of improving customer service facilities (Thishvan, 2016). Based on an analysis conducted in December 2011 by Jabra and the institute of Frost & Sullivan, it is known that among the biggest limitations to achieve the goals of call centres to run efficiently and profitably is the employee turnover, which can be as high as 50% annually in some environments. It must be kept in mind that it costs far less to retain an existing employee as it does to hire a new one. The benefits to this are twofold:

- (1) Reduced costs associated with recruiting, hiring and training new employees
- (2) Increased revenue due to increased productivity

Dawson (2004) also added that today, call centres have become increasingly important in communicating with customers and have therefore become more customer-focused and are gearing up to solve problems and generate revenue. Yet, companies have only recently started to consider their call centres as a strategic asset that works as a revenue generator (Wegge, Dick, Fisher, West & Dawson, 2006). It has been predicted that the scope and role of call centres will continue to grow largely due to rapid advancements in the information and communications technologies (Data Dimension, 2005).

#### **4.0 Literature Review**

In this study, training, incentive, goal setting and environmental factors are the motivations used to measure the job performance of internal customers of call centre industry. The job performance of internal customers would increase when they have related knowledge, skills and work based influencer or motivator, such as training, incentive (monetary or non-monetary incentive), goal setting and conducive environmental factors. These motivators could further enhance the knowledge, and skills that internal customers possess which in turn could increase the job performance. In this research, an attempt is made to evaluate how the independent variables (training, incentive, goal setting and environmental factors) affect the job performance of internal customer of a typical call centre (Wegge et al., 2006).

##### **4.1 Job Performance of Internal Customer**

On the initial stage, researchers were optimistic on the possibility to define and measure job performance. However, they realised that determining the dimensions of a job and its performance requirements was not a straightforward process. Job performance is said to consist of complicated series of interacting variables pertaining to aspects of the job, the employee as well as the environment. Therefore, the researchers came to a conclusion that the job performance has to be considered as a multi-dimensional concept. Critical consideration of prevailing situations namely the time taken to complete a training course, total days of absenteeism, total value of sales or services, and promotion rate within an organisation provides some insight into the fact that the "performance" measure used was "not really or at least not exclusively" involves only an employee's behaviour". Therefore, performance is a major prerequisite for future career development and success in the labour market (VanScotter, Motowidlo, & Cross, 2000).

Organizations need highly performing employees in order to meet their targets and goals, to deliver the services they are specialized in, and finally to achieve competitive advantage. Accomplishing and performing tasks at a high level can be a source of satisfaction for employees of an organization. Whereas, low performance and inability to achieve the goals would lead to dissatisfaction or will even be considered as personal failure.

Thus, definition of job performance is complex but for this research, two recent

definition suffix: Mathis and Jackson (2009) defined job performance as the association of quantity and quality of output, timeliness of output, presence or attendance on the job, efficiency of the work completed and the effectiveness of work that is completed. The second is from Sultana, Irum, Ahmed and Mehmood (2012), who identified performance as the achievement of specific tasks which is measured against the predetermined or identified standards of accuracy, completeness, cost and speed. The conceptualization of job performance was measured based on the above definitions and used throughout this research work.

#### 4.2 Training

Internal customers are the most valuable asset of every organization as their performance reflects in an organization's reputation and profitability. This factor of production otherwise known as employees are often responsible for the great bulk of necessary work to be done to generate required external customer satisfaction and the quality of products and events. Without proper training, employees will not be able to develop the skills necessary for accomplishing their tasks at their maximum potential. According to McKinsey (2006), improved capabilities, knowledge and skills of the talented employees proved to be a major source of competitive advantage in a global market. Meyer and Allen (1991) added that in order to develop the desired knowledge, skills and abilities of employees, it requires effective training programs. Organizations should provide training in order to optimize their employee's potential and in order to prepare their workers to do their job as desired.

Training is defined by Reynolds and Harris (2006) as a set of activities which react to present needs and it is focused on the instructor. On the other hand, Piotrowski and Armstrong (2006) defined training as the use of systematic and planned instruction activities in order to promote learning. Training uses the formal processes to import knowledge and to help people in order to acquire the skills necessary for them to perform their jobs satisfactorily. According to Weil and Woodall (2005), training has been argued to be an important function of Human Resource Management (HRM). Training is a method that is often used to close the gap between the current performance and the expected future performance. Training is designed to provide employees with the knowledge and skills which are needed for their present job since the formal educational system does not adequately teach specific job skills for a position in a particular organisation Fitzgerald (1992).

According to Bassett-Jones and Lloyd (2005), training is an organised procedure by which individuals learn knowledge or skills for a definite purpose. In the study done by Leuven and Oosterbeeki (2008), the objective of training is to achieve a change in the behaviour of those who are trained, which means that the trainees shall acquire new manipulative skills, technical knowledge and skills on the job in such a way as to aid in the achievement of organisational goals. Therefore, training is a deliberate effort to teach specific skills, knowledge and attitudes to serve a specific purpose. Grobler (2005) described training as the use of specific means to inculcate specific learning, using techniques that can be identified and described and these techniques or methods should be continually improved. Training is aimed at improving employee's knowledge and skills with regards to his or her functional

and administrative duties. The acquisition of certain virtues and attitudes such as diligence, willingness, integrity, loyalty and responsibility is also within the scope of training.

Therefore, it seems mandatory for an organization to plan for training programs for its internal customers in order to enhance their abilities and competencies which are required at the workplace (Elnaga, Amir & Imaran, 2005). Lepak, Liao, Chung and Harden (2006) stated that training does not only develop the capabilities of the employee but it also sharpens their thinking ability and creativity to decide better in a shorter timeframe and apt manner. In addition, Chen and Huang (2009) stated that the training programs also help the employees to decrease their anxiety or frustration which originated due to the task the employees is assigned. The employees who are unable to perform task with the desired level of performance often end up leaving the firm or if they remain in the organization, they will not be productive (Sahinidis & Bouris, 2008).

### 4.3 Incentives

Hartman, Kurtz and Moser (1994) defined incentive as a technique that is used by employers to carry out their end of the employment contract, a form of compensation to the employees for their effort. In addition, Nurdin (2015) describe incentives as the tangible or intangible rewards that are used to motivate a person or group of people to behave in a certain way. Banjoko (2006), on the other hand, generally regards incentive as variable payments, which are made to employees on the basis of the amount of output or based on the results that are achieved. Optionally, incentive can be the payment made with the aim of encouraging employee's daily job performance in an attempt to reach a common goal designed by an organization. According to Frey (2006), incentive could also be defined as compensation other than the basic salaries or wages. This compensation tends to usually fluctuates based on employee exceptional performance and their attainment of some standard set by the organization. Incentives could be intrinsic or extrinsic or even both depending on the need of employees (Isa et al., 2016). Similarly, incentives could be financial or non-financial or even both depending on employer's policy

Houston (2000) examined the types of incentives most desired among the employees particularly in the public sector in United State of America. He compared public and private organizations with regard to the incentives that they valued the most in their workplace. Respondents were asked to rank the following job related characteristics: high income, short working hours and much free flexible time, job security and stability, opportunity for development and advancement, and work that is important which provides more feeling of achievement. The result of this study demonstrated that public employees are more likely to be motivated by the intrinsic reward which provides them a feeling of achievement, whereas the employees of private organizations are more likely to place a higher value on extrinsic reward motivators (Isa et al., 2016).

Adams (2005) described a wonderful relationship between employees and employers where feedback is received and provided on a regular basis. This feedback functions in ways that will improve the employee performance as well as the possible prospects

for promotion. Hiam (2003) believes that performance measurement is a part of an integrated system of cause and effect behaviours, and when it is applied correctly, it will keep employees in an action orientation which will prevent them from slipping into negative attitudes/behaviours. Glaser and Knowles (2008) quotes the saying of William James, "The deepest principle of human nature is to be appreciated". Armstrong and Baron (2005) agree to the quote above and claimed that non-monetary intangible incentive can be provided by performance management through the process of recognition, by providing opportunities to succeed, as well as by enhancing the job engagement and commitment.

The results of most researches on incentives as predictor of employee performance show positive and significant impact for both financial and non-financial incentives (Alonso & Lewis, 2001; Yavuz, 2004; Al-Nsour, 2012; Mathauer & Imhoff, 2006).

#### 4.4 Goal Setting

DuBrin (2012) stated that employers widely accept goal setting as a means to improve and sustain employee's performance in an organization. Based on hundreds of studies, the major finding of goal setting is that employees who are provided with specific, difficult but attainable goals perform better compared to those given easy, nonspecific, or those are given no goals. Given the right conditions, goal setting can be a powerful technique for motivating employees.

Goals setting have proved to be effective strategy in organization's performance. However, goals should be set under the following conditions:

1. Goals need to be specific
2. Goals must be challenging but attainable
3. Goals must be acceptable
4. Feedback must be provided on the level of attainment
5. Time limit must be allotted to specified goal
6. Evaluation of attainment must be carried out periodically

Famous researchers on goal settings have successfully proved that it is one of the strongest determinants of employee performance in a cross section of organizations (DuBrin, 2012; Greenberg, 2011; Tohidi, 2011). For example, Locke and Latham (2002) indicated that specific goals help to bring about other desirable organizational goals, such as reducing absenteeism, tardiness, as well as turnover. Similarly, Bandura (1997) concluded that major factor in attaining a goal is self-efficacy, in which it is an internal belief regarding one's job-related capabilities and competencies. Related to factor of self-efficacy mentioned by Bandura (1997) above also may come into action on the imposed goals. Some employees may reject the imposed goals, but if they possess self-efficacy, they may still maintain high personal goals to accomplish the imposed goals.

#### 4.5 Environmental Factors

Environment is man's immediate surrounding which he manipulates for his existence or survival. Error in manipulation introduces hazards which make the environment unsafe and in the context of workplace, the error will impede the productivity rate of the employee. Therefore, the workplace represents an environment where the

employee performs his/her work (Chapin, 1995). Lipsky (2010) and Sikdar (2003) further added that an effective workplace is an environment where results can be achieved as expected by management.

Environmental factors play an important role towards the employees' performance. Chandrasekar (2001) describes that the environment factors give an immense impact to the employees either towards the negative outcomes or the positive outcomes. He also added that nowadays, organizations must be aware of their potential workforce due to the competitive business environment. The environment factors also give a great impact towards the lifestyle changes, work-life balance as well as the health fitness. According to Boles, Pelletier and Lynch (2004), when an employee physically and emotionally desire to work, their performance outcomes shall be increased. Naharuddin and Sadegi (1991) mentioned that some research had shown that there are some positive affects when a proper environmental strategy such as the machine design, job design, environment and facilities design is applied. The concept of 'workplace environmental performance' means that the environment factors that is being provided by the employer to their employees who support the employees' performance at work (Clements-Croome, 2006). According to Leaman (1995), the employees that have performance affected by the environmental factors are those who always complaints on the discomfort and dissatisfaction of their workplace environment. Environmental factors are broad and vary depending on the scope of studies. However, this study identified five major factors thus:

1. Physical work environment
2. Effective workplace communication
3. Job aids
4. Supervisor support
5. Health and safety

Physical work environment influence the interaction of employees in an organization, and tasks performance. Physical environment is aspects of the environment factors that have direct effect on the human sense and it subtly change the interpersonal interactions and productivity. The characteristics of a room or a place of meeting for a group have consequence on the productivity and satisfaction level. Humphries and Nicol (2007), Veitch, Charles, Newsham, Marquardt and Geerts (2004) confirmed in their studies that features such as lighting, ventilation, access to the natural light and acoustic environment contributed to performance. Lighting has a profound impact on employee's physical, physiological and psychological health as well as on their overall job performance.

Furthermore, the noise level is said to negatively influence communication which results in the increase of frustration levels with productivity decreasing due to the persistence and loudness of noise. Communication becomes progressively more difficult when the noise levels in the organization increase. Hughes (2007) reported based on a survey conducted, nine out of ten workers believed that a workspace quality affects the attitude of employees and increases their productivity. Hameed, Amina, Amjad, and Shela (2009) conducted a survey involving 31 bank branches and the results indicated that comfortable and ergonomic office designs motivates the employees and increased their job performance substantially. Chandraseker (2011)

supported the statement above by saying that the unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise, affect both the employees' productivity and health.

Another important environmental factor is effective workplace communication. The ability to effectively communicate with other individual is an important skill. Through effective communication, people reach some degree of understanding on one another, learn to like one another, influence one another, build trust and determine how people perceive them. In addition, people who communicate effectively know how to interact with others flexibly, skilfully, and responsibly, without sacrificing their own needs and integrity. According to Boles et al. (1974), the ability to communicate effectively enables people to form as well as maintain personal relationships and the quality of such relationships depends on the calibre of the communication between both the parties.

Next is job aids. According to Hughes (1986), individuals often dependent on job aids in order to support them in carrying out a procedure, such as securing data in a computer, or putting in a new printer cartridge. A procedure in the context of job aid is the detailed way of doing something. In addition, the job aids that support procedures tell and show actions, order, and results. In the olden days, job aids helped people to hook up the cables and components of a videotape system. Job aid assisted people in all kinds of chores in their daily life. Designing and implementing one or more of the types of job aids can have a significant impact on productivity, efficiency and accuracy which in turn increase the job performance of internal customers of organization.

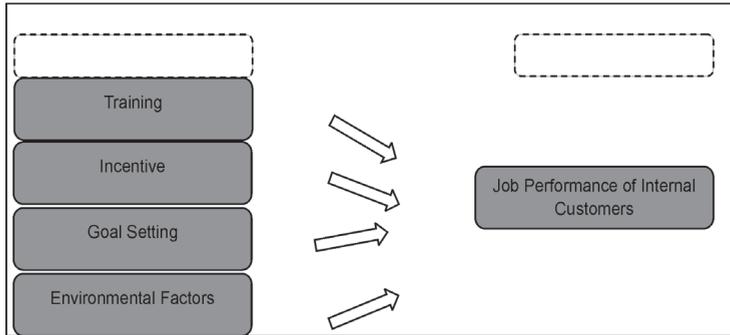
Another environmental factor is supervisor's support. Many scholars such as, Chiaburu and Takleab (2005) and Tsai and Tai (2003) advocate that the ability of supervisors to carry out their challenging roles may strongly increase the job performance of employees. If supervisors were able to provide sufficient support and practise openness in communication, this can lead to the increase of employee performance (Yoo et al., 2006; Nijman et al., 2006). Interestingly, a careful investigation of such relationships by Martocchio and Webster (1992) and Tsai and Tai (2003) revealed the ability of supervisors to provide sufficient supports, (encouragement and guidance) and openly communicating the information about training programme (feedback and discussion) to trainees, will invoke their motivation to learn, and this in turn leads to the increase in job performance.

The last in this order is health and safety of internal customers as put in place by the organization. Rachmawati (2008) stated that an organization should pay attention in maintaining the safety and health of their employees. This should be done to provide comfort while working and in turn resulting in heightened sense of security for the employees while performing their job and when dealing directly with their work environment. In addition, Abdullateef et al. (2015) mentioned that various studies have found that the aspect of safety and health which was performed by organization does not only provide a sense of security to employees, but also could provide satisfaction to employees which lead to increase in job performance.

## 5.0 Research Direction and proposed Hypotheses

Conceptual frameworks are products of qualitative processes of theorization and it is the structure that supports the theory of the area that is being researched. Miles and Huberman (1994) defined a conceptual framework as a visual or written product. According to them, conceptual framework “explains, either graphically or in narrative form, the main things that to be studied, for example the key factors, concepts, or variables and the presumed relationships among them”.

### 5.1 Research Framework



**Figure 1 Conceptual Framework of the Research**

### 5.2 Research Hypothesis

The research hypothesis for this study has been formulated as follows:

H<sub>1</sub>: There is positive relationship between training and the job performance of internal customers

H<sub>2</sub>: There is positive relationship between incentives and the job performance of internal customers

H<sub>3</sub>: There is positive relationship between goals setting and the job performance of Internal customers

H<sub>4</sub>: There is positive relationship between environmental factors and the job performance Of internal customers

## 6.0 Population, Sampling and Data Collection Procedure

The population of this study was 1,200 customers care of officers (CCOs) of a famous communication industry in Malaysia Sudong Sdn Bhd. Applying Roscoe (1982) rule of thumb, multiple of ten of exogenous variables plus number of items in questionnaires can guarantee acceptable sample size (Hair et al., 2014). However, to take care of survey challenges associated with collecting primary data such as non-response bias, missing value and outliers, this study sampled 130 customers care officers using probability sampling. Simple random sampling is a part of probability sampling. Simple random technique is applied in this study in order to distribute the survey to the targeted internal customers. 130 Customer Care Officers (CCOs) of

Sudong Sdn Bhd were randomly selected to complete the questionnaire in order to maintain the equality. All the constructs were measured using the 5 point Likert scale.

### 7.0 Data Analysis

SPSS software was used to generate a table for the mode, mean and median in order to answer the research objectives and research questions. SPSS Statistics Version 24 is loaded with powerful analytic techniques and time-saving features and easily found new insights in data, so that more accurate predictions can be made and better outcomes can be achieved. The margin of error used in SPSS is 5% (0.05) and the confidence level used is 95% (0.95). The confidence level is the amount of uncertainty that can be tolerated.

The data analysis was conducted in five principal stages:

- a) data screening
- b) Reliability Analysis using Inter-Item Correlation Analysis and Cronbach's Alpha Coefficient Analysis
- c) Spearman's Correlation Analysis
- d) Descriptive Analysis
- e) Multiple Regression Analysis using SPSS Version 24

### 7.1 Response Rate

Out of 130 questionnaires that were distributed among Customer Care Officers (CCOs), 119 were received. The total response rate was 91.5%. However, after screening the data for missing values and outliers, 100 useable data was used for this analysis.

Description	Number	Percentage
Number of Questionnaire Distributed	130	100%
Number of Questionnaire Not Returned	11	8.46%
Number of Invalid Questionnaire	19	14.62%
Total Realised Sample	100	76.92%
Response Rate	119	91.5%

### 1.2 Reliability Analysis using Cronbach's Alpha Coefficient Analysis

No of Items	Study Variable (Items)	Cronbach's Alpha	Remarks
5	Job Performance	0.746	Good
5	Training	0.861	Good
5	Incentive	0.853	Good
5	Goal Setting	0.879	Good
5	Environmental Factors	0.753	Good

From the table above, the results of reliability test of the dependent as well as the independent variables are shown. The Cronbach's alpha value for job performance, training, incentive, goal setting and environmental factors are 0.746, 0.861, 0.853, 0.879 and 0.753 respectively. This value is above 0.7 and this indicates that the internal consistency of the variables is good as mentioned in the table above. Therefore, the

reliability analysis using the Cronbach's Alpha Coefficient Analysis has proved that the questionnaire prepared for this study is adequately reliable to measure both the dependent and independent variables.

### 1.3 Correlation Analysis using Spearman's Rank-Order Correlation Analysis

The Spearman's Rank-Order Correlation Analysis is used to evaluate the association between the independent and dependent variables of this study.

The result of correlation analysis using Spearman's Ranking Order is shown on the table below:

			Correlations				
			Performance	Training	Incentive	Goal Setting	Environmental
Spearman's rho	Performance	Correlation Coefficient	1.000	.794**	.844**	.799**	.723**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	100	100	100	100	100
	Training	Correlation Coefficient	.794**	1.000	.639**	.722**	.645**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	100	100	100	100	100
	Incentive	Correlation Coefficient	.844**	.639**	1.000	.654**	.619**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	100	100	100	100	100
	Goal Setting	Correlation Coefficient	.799**	.722**	.654**	1.000	.625**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	100	100	100	100	100
Environmental	Correlation Coefficient	.723**	.645**	.619**	.625**	1.000	
	Sig. (2-tailed)	.000	.000	.000	.000	.	
	N	100	100	100	100	100	

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

The correlation between job performance and incentive depicts the highest correlation, which is 0.844 (84.4%). The correlation between the dependent and the independent variables are in the range of 0.60 and 0.85, which represents a large association or correlation.

### 1.4 Multiple Regression Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.919 <sup>a</sup>	.844	.838	.217	.844	128.737	4	95	.000

a. Predictors: (Constant), Environmental, Incentive, Goal Setting, Training

The R square (R<sup>2</sup>) value is 0.844 (84.4%), therefore it can be said that the model explains

84.4% of the variations in the real life. The adjusted R-squared is an unbiased estimate of the fraction of variance explained, taking into account the sample size and number of variables. Usually adjusted R-squared is only slightly smaller than R-squared and based on the model above it is 0.838 (83.8%).

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.179	4	6.045	128.737	.000 <sup>b</sup>
	Residual	4.461	95	.047		
	Total	28.640	99			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Environmental, Incentive, Goal Setting, Training						

Table above show the ANOVA results of the four independent variables – X1 (Training), X2 (Incentive), X3 (Goal Setting) and X4 (Environmental Factors). The critical value of  $\alpha$  is set at 0.05, therefore, any value less than 0.05, while any value greater than 0.05 will result in non-significant effects. In the table above, it can be seen that the exact significance (Sig) is .000, so the effects would be statistically significant. The value of F for this study is 128.737. A high value of F means that X1, X2, X3, and X4 are different. On the other hand, the significant describes that the confidence level (1- Sig) of accepting the alternate hypothesis. The Sig value for the study is 0.000, which means that (1- 0.000 = 1.000), 100% confidence is obtained that the hypothesis is accepted.

Coefficients <sup>a</sup>										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.564	.227		-2.488	.015	-1.014	-.114		
	Training	.250	.069	.233	3.621	.000	.113	.387	.397	2.518
	Incentive	.486	.061	.461	7.913	.000	.364	.607	.483	2.068
	Goal Setting	.257	.069	.240	3.744	.000	.121	.393	.400	2.501
	Environmental	.138	.064	.124	2.153	.000	.011	.266	.493	2.029
a. Dependent Variable: Performance										

Based on the model above, (-0.57) is the baseline score that is unrelated to the other

variables in this study. It's a constant over respondents, which means that it's the same 1.70 points for each respondent. The formula derived from the model shows how job performance is estimated and these numbers are known as the b coefficients or unstandardized regression coefficients. B coefficient indicates how many units the criterion changes for a one unit increase on a predictor, or everything else remains equal.

The B value of the unstandardized coefficients is the structure of the model. The training has the B value of 0.250 (25.0%) is significant ( $p=0.000$ ), but only just so, and the coefficient indicate that larger class sizes is related to higher job performance. The value of B in the regression table for training indicates that 1% change in independent variable (training) can change the dependent variable (employee's job performance) up to 25.0%. Hence, if training is increased by 1%, this will result in increase of job performance by 25.0%. Incentive has the B value of 0.486 and p value of 0.000, which is significant and its coefficient value indicates that the greater the incentive, the higher the job performance of employees. This indicates that 1% change in independent variable (incentive) can change the dependent variable (employee's job performance) up to 48.6%. Hence, if incentive is increased by 1%, this will result in increase of job performance by 48.6%. Next, goal setting has the B value of 0.257 (25.7%) with the p value 0.000. This result indicates that 1% change in independent variable (goal setting) can change the dependent variable (employee's job performance) up to 25.7%. Hence, if goal setting is increased by 1%, this will result in increase of job performance by 25.7%. Finally, the B value for environmental factors is 0.138 (13.8%) with the p value of 0.000 which seems to be related to job performance. This result indicates that 1% change in independent variable (environmental factors) can change the dependent variable (employee's job performance) up to 13.8%. Hence, if environmental factors are increased by 1%, this will result in increase of job performance by 13.8%.

In summary, the independent variables are shown to have significant correlation with the dependent variable.

	<b>Hypothesis</b>	<b>Results</b>
<b>H1</b>	There is positive relationship between training and the job performance of employees	<b>Accepted</b>
<b>H2</b>	There is positive relationship between incentive and the job performance of employees	<b>Accepted</b>
<b>H3</b>	There is positive relationship between goal setting and the job performance of employees	<b>Accepted</b>
<b>H4</b>	There is positive relationship between environmental factors and the job performance of employees	<b>Accepted</b>

The table above reveals that there are positive relationship between the dependent and independent variables. Therefore, the hypotheses that were constructed in the beginning of the study are all accepted.

## Conclusion

The Spearman's Rank-Order Analysis shows a correlation value of 0.794 represented as 79.4% and this value indicates that there is a large association or relationship between training and job performance of employees. Apart from that, the Multiple Regression Analysis shows that the B value is 0.250 with the p value of 0.000 ( $< 0.005$ ). This indicates significant or positive relationship between training and job performance of employees. Similarly, the Multiple Regression Analysis shows that the B value for incentive is 0.486 with the p value of 0.000 ( $< 0.005$ ). This indicates significant or positive relationship between incentives and job performance of employees. Also, the Spearman's Rank-Order Analysis shows a correlation value of 0.853 or 85.3%. Further, the Spearman's Rank-Order Analysis shows a correlation value of 0.879. 0.879 can also be represented as 87.9% and this value indicates that there is a large association or relationship between goal settings and job performance of employees while the multiple Regression Analysis shows that the B value is 0.257 with the p value of 0.000 ( $< 0.005$ ). Lastly, the Spearman's Rank-Order Analysis shows a correlation value of 0.753 or 75.3% and this value indicates that there is a large association or relationship between environmental factors and job performance of employees with Multiple Regression Analysis showing the B value of 0.138 with the p value of 0.000 ( $< 0.005$ ). The primary contribution of this study was the examination of unique variance contributed by training, incentive, goal setting and environment factors in determining employee's job performance. In sum, this study affirmed that there exist a positive relationship between job performance of internal customers of call centre and training, incentive, goal setting and environmental factors as empirically justified by these results.

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