



# Performance Measurement of a Call Center Company: A Literature Review

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**Abstract**— Performance measurement in the workplace is essential for supervisors and managers to evaluate employee performance against company standards, with techniques tailored to the work environment and roles. In the call center industry, where stress and metrics are high, assessing performance is crucial, focusing on metrics like first call resolution rate and customer satisfaction. Call center efficiency hinges on communication systems and agent competencies, directly impacting customer satisfaction. Soft skills such as flexibility, assertiveness, problem-solving, empathy, and enthusiasm are pivotal for agents in handling diverse customer interactions. As the call center industry grows, enhancing communication skills is paramount to meet evolving consumer expectations.

**Keywords**— call center, performance, quality, marketing industry, company.

## INTRODUCTION

Performance measurement is an essential tool in the workplace that allows supervisors and managers to assess employee performance to decide whether they're reaching the company's expectations. The measurement technique differs depending on the work environment, the type of company, and, to some extent, the employee's occupation. Learning more about how to assess performance can help you enhance the operations of the company you work for. In this article, we define performance measurement, outline its benefits, highlight its various methods of operation and list the steps to implementing it in the workplace (Zhang, Zhang, Zhang, 2019).

Reviewing personal accomplishments and areas for growth may inspire employees to work towards common goals and uncover new avenues for development. You can select approaches highlighting areas for improvement, desired talent, critical strengths, levels of satisfaction and professional skills (Xu and Li, 2016). The gathered data from measuring performance enables evaluation and feedback to take place. This approach aids in communicating expectations and requirements to employees., making it more straightforward for them to fulfil their objectives. Managers may provide constructive criticism during a performance management review to encourage their employees. When employees aspire to do their best, they're more likely to gain the knowledge, expertise, tools and support and take personal responsibility for their work performance (Sezgen, Mason, Mayer, 2019).

Subsequently, a call center company operates in a stressful environment where you need to manage thousands of calls each hour while maintaining a high standard of customer service. To do this effectively, you need to be dialed into the latest metrics and Key Performance Indicator (KPI), such as current service level, call volume, and call resolution rates. Use these call center KPIs and metrics to track your performance through the busiest and most hectic days (Rovani et. al, 2015). The primary purpose of a call center is to help make company's operation more



efficient. By placing some company's duties on call center professionals, offer customer the best possible service while reducing the cost of investing in resources of the company. Call centers can improve both a company's ability to gain new customer and also to keep existing customers by streamlining and centralizing some processes and services. (Indeed Editorial Team, 2021).

Moreover, call center managers have volumes of data coming in from various platforms that focus on different business processes. Metrics provide a way to monitor this data. There are many different types of contact center metrics, and the ones you need to measure will likely depend on your role. For example, customer service leaders might need one set of KPIs, but front-line managers may need a different view. Executives need strategic metrics and KPIs to track to make a business case for good customer service. In contrast, operational managers need to gather more comprehensive metrics to make the right decisions about serving customers best and for workforce management (Nasib, 2021).

In addition, individual KPIs used in a call center are individual measures that help contact center manager to identify potential areas for improvement in their call center. Some important metrics for customer satisfaction in a call center include: First call resolution rate, customer satisfaction rate (CSAT), agent satisfaction rate (ASAT), average handling time (AHT), and transfer rate. The first call resolution rate is the percentage of calls that are resolved on the first attempt, with no need for the customer to call back or follow up on their query. The better the agent is, the higher their personal first-call resolution rate will be. The CSAT is the measurement of how satisfied the customer with regard to the overall company's product and services. The ASAT is the measurement of how satisfied customer is with regard to the service provided to the customer. This rating will measure the performance of the agent and will know what are the opportunities that needs to be improved. The AHT is the total length of time a customer is on the phone. If the calls are handled quickly and efficiently keeping a good first call resolution rate, this will likely to increase customer satisfaction (Rendon et. al, 2017). Favorable times are directly linked to the caller satisfaction, customer loyalty and, most importantly, customer retention". The transfer rate is a measure of how many calls an agent can correctly handle without having to pass the caller to another department. The reason for transfers certainly varies, but it may be the fault of the representative, a specific request made by the caller or an incorrect routing of the initial call. These KPI helps the manager evaluates the representatives' performance in a daily, weekly, and monthly basis (Nguyen, 2023).

Moreover, call center efficiency refers to the actual execution of customer support via the business call center. It can be referred to as the measure to the performance of the call center of the business analyzing its impact on the customers it is designed to serve (Delmoro, 2019). Moreover, call center efficiency depends on the phone system applied by the business in communicating with their customer. The call center efficiency the ratio of the effort and resources invested in the center by the business compared with the resultant impact on the welfare of customers, other organizations, and callers who use the business phone system. Measuring the call center's productivity is very important, significantly as it can help the business owner or manager highlight the underlying challenges in the customer interactional services of the organizations. Since the call center efficiency level directly affects customers, it is important to invest lots of effort in getting it right and improving it (Donohoe, 2021).



Hence, the work of a call center agent is complex and demanding. Agents have to maintain a fine balance between satisfying callers and meeting the needs of their organizations. Each call differs from the next and call center agents need strong skills, knowledge, and good behavior (Fletcher, Alfes, Robinson, 2016). The nature of the work demands good communication skills. Communication impacts every aspect of this job and is a skill that is critical for success. An agent must not only have good oral communication abilities but must be an attentive listener to fully understand a caller's query and provide a solution that meets their needs. You can get a good idea of a candidate's communication skills during an interview (Kaniaru, 2020). As a further test of ability, you can set up a role-playing exercise to assess these skills before hiring. Also, agents should be equipped with knowledge especially for the fast pace of a call center environment. They need to be able to memorize and recall all the information about their company's business. Callers want immediate answers and any hesitancy or lack of conviction on an agent's part lessens their belief in the accuracy of the information. Lastly, a good behavior that will help you do your task diligently especially when it comes to helping customer with their concern. As an agent you must have a warm and friendly approach will go a long way to developing a good rapport with a caller. An agent must be able to convey a genuine understanding of a customer's concern and ensure them that they are being heard (Spectur, 2022).

As a customer service representative, it is important to have soft skills. One of the soft skills is flexibility. Agents can't predict every customer issue or behavior, so they must be flexible and resourceful, even with a live customer on the line. They must be able to think quickly and respond appropriately during the interaction to ensure their needs are met. Adaptability is another aspect of flexibility that is crucial for call center agents. They deal with a wide variety of customer concerns and personalities each day, and they must be able to interact off-script if the situation calls for it (Patti, Van Dessel, and Hartley, 2020).

Next is assertiveness. Every contact center agent has dealt with angry, indifferent, or downright horrible customers at least a few times in their careers. That's why agents must be assertive and confident in their customer interactions, while still keeping a professional demeanor. Assertiveness helps build a customer's trust in the support rep and establish them as the expert. Note that assertiveness should not be confused for aggression, which is the opposite of a positive customer interaction (Wignall, 2019)

Moreover, problem solving skills. Call center agents are expected to develop solutions for every issue they're met with. But this soft skill goes further than that – critical thinking is also necessary to weed out any solution other than what's most effective. Agents should be able to work independently with the customer and confidently arrive at a solution that works for everyone. Also, empathy and emotional intelligence are important soft skills for anybody in customer service. The need for empathy has been highlighted by the COVID-19 pandemic, where contact centers became a lifeline for members of the public during lockdown. Agents can demonstrate empathy in their customer interactions by personalizing the conversation, practicing active listening, and making customers feel understood (Bi, 2020).



Lastly is enthusiasm. You might think that agents can tone down the enthusiasm since the customer can't see their face when speaking on the phone. Unfortunately, audio conversations still reveal volumes to a customer. If an agent is noticeably indifferent or bored, the customer will certainly take notice. And, that's not all they'll do. 60% of customers will cease business with an organization if they feel indifference from a representative. Don't underestimate the power of a positive attitude. Enthusiasm, or at least a skillfully fronted enthusiasm, can make or break a customer's experience (Tamunomiebi, and Oyibo, 2020).

Call center industry is growing fast, but communication skills are impacting customer satisfaction. Call centers must now sharpen skills to meet the demand and expectations of consumers. Improving soft skills and in particular, English Communication skills will enable call center employees to handle the additional stress and volume that resulted from these uncertain times (Connor, 2021). In Concentrix, it was observed that the most common opportunities observed during the phone time is communication skills, knowledge, soft skills, and behavioral which affect the performance scorecard. Thus, the researches were inspired to conduct research pertaining to the performance measurement of BPO industry.

## **REVIEW OF RELATED LITERATURE**

This study is guided by Communication Accommodation Theory. It is general theoretical framework of both interpersonal and intergroup communication. It seeks to explain and predict why, when, and how people adjust their communicative behavior during social interaction, and what social consequences result from those adjustments. Call Center agents receive various call from different customers, in order to resolve their customer concern, the agents must learn to profile and adjust their communication styles as necessary to accommodate all the customer fairly and without bias regardless of their age, race, profession, and etc. (Dragojevic, Gasiorek et. al, 2015).

In addition, the study supports by the knowledge, attitudes, and practice (KAP) theory. The theory divides the process of human behavior change into three (3) steps: acquiring knowledge; generating attitudes/ belief, and forming practice/ behaviors, during which human health behaviors can also be effectively change. According to Bertrand Russell (1926), Theory of Knowledge is a product of doubt. When we have asked ourselves seriously whether we really know anything at all, we are naturally led into an examination of knowing, in the hope of being able to distinguish trustworthy beliefs from such as are untrustworthy. Thus Kant, the founder of modern theory of knowledge, represents a natural reaction against Hume's scepticism. Few philosophers nowadays would assign to this subject quite such a fundamental importance as it had in Kant's "critical" system; nevertheless, it remains an essential part of philosophy. It is perhaps unwise to begin with a definition of the subject, since, as elsewhere in philosophical discussions, definitions are controversial, and will necessarily differ for different schools; but we may at least say that the subject is concerned with the general conditions of knowledge, in so far as they throw light upon truth and falsehood (Türker and Demiriz, 2018).

In the context of CREM, performance could be seen as the ability of CREM to support the organizational objectives, strategies, and at the end: business success. To determine whether CREM is achieving its strategic goals, relevant



performance measures are needed to compute. In order to demonstrate how CREM contributes to the core business of the organization, these performance measures should derive from the firm's strategy and the organizational success factors. Strategic performance measurement is then the process whereby the strategy of an organization is translated into concrete objectives and achievement of those objectives is evaluated. However, the choice of strategy for reaching the vision of the firm is likely to be closely tied to the nature of the organization (Saboo, 2022). Every organization is individual in respect to the strategies for implementing its ultimate goals. This creates a challenge for identifying the generic added value of CREM, as performance is very difficult to measure across a range of differently structured and focused organizations. Consequently, there is not one right CREM measure or even a method, which suits to all organizations. However, it is possible to identify different kinds of measures and measuring methods for different kinds of organizational objectives and success factors. Therefore, the main idea of this paper is to present a practical "toolbox" a collection of different kinds of CREM performance measurement methods, amongst which corporate real estate and workplace managers are able to pick up the most suitable for their business environments and situations at hand. The objective of this paper is to review and analyze existing performance measurement tools, techniques and practices, and to provide a classification of the tools, which could be used for measuring and identifying the success of corporate real estate and workplace management (ROI CX Solutions, 2021).

Moreover, the behavioral learning theory is key in understanding how to study supports by the motivate and help students. Information is transferred from teachers to learners from a response to the right stimulus. Students are a passive participant in behavioral learning—teachers are giving them the information as an element of stimulus-response. Teachers use behaviorism to show students how they should react and respond to certain stimuli. This needs to be done in a repetitive way, to regularly remind students what behavior a teacher is looking for. Positive reinforcement is key in the behavioral learning theory. Without positive reinforcement, students will quickly abandon their responses because they don't appear to be working. For example, if students are supposed to get a sticker every time they get an A on a test, and then teachers stop giving that positive reinforcement, less students may get A's on their tests, because the behavior isn't connected to a reward for them (Parra-Gallego & Orozco-Arroyave, 2022)

Repetition and positive reinforcement go hand-in-hand with the behavioral learning theory. Teachers often work to strike the right balance of repeating the situation and having the positive reinforcement come to show students why they should continue that behavior (Pedone, 2023). Motivation plays an important role in behavioral learning. Positive and negative reinforcement can be motivators for students. For example, a student may receive praise for getting a good grade on a test, this is positive reinforcement. Negative reinforcement is still motivation to get the student to act in a desired way, but removes an element in order to get the student to do something. For example, a student may not have to do homework if they score well on a test. Both of these motivators are valuable for improved behavior inside the classroom (Panpanich et. al, 2015).

Consequently, call center work can be very difficult and keeping agents motivated and empowered is an uphill battle, but positive call center psychology can help build an environment that nurtures agents and benefits



customers. The following are five theories to improve call center psychology (Dhanphat, 2018). First, Priming, a way of establishing a positive mindset before carrying out an action, priming allows an agent to feel about the interaction, which puts the focus on how they can help the customer best. Second, is call center psychology anatomy, whereas most call center psychology focuses on strict rules and scripts that control everything an agent does, those in a more autonomous environment, one that gives them the authority to solve problems and give them control of the call from beginning to end, feel more responsibility for the experience of their customers and show more workplace satisfaction. Third, is Dunning-Kruger Effect, this theory says the less skill person has, the more they will overestimate their ability. This call center psychology manifests when agents think that their skill level is the highest, they can go and never push themselves to improve their skills (Bhandari, 2020).

Hence, creating an environment where learning is rewarded and the benefits of improvement are seen makes agents who are always looking for ways to improve their own performance. Fourth is Directed Attention Fatigue, a call center agent main focus is the call, but with all of the different things they need to do for that call, their focus is taxed. This can cause brain to become exhausted (Alarcon et. al, 2021). While rest is the only way to alleviate this exhaustion, break rooms and zen room can help counteract the effects. The fifth is the Selective Attention, the repetition of call center work is probably the biggest problem pertaining to call center psychology, as the agents' brain looks for pattern in a call. Once a pattern is seen, they tend to stop listening to the customer, which can cause problems. Priming the agents can help combat this tendency and improve customer relations (Markable Solution, 2017).

According to the processing efficiency theory, worry has two main effects: First, a reduction in the storage and processing capacity of the working memory system available for a concurrent task; and second an increment in on-task effort and activities designed to improve performance. There is a crucial distinction within the theory between performance effectiveness or quality performance processing efficiency which is performance effectiveness divided by effort. Anxiety characteristically impairs efficiency more than effectiveness. (Michael W. Eysenck & Manuel G. Calvo, 2008).

## **DISCUSSIONS**

### ***Performance Measurement in the Workplace***

Performance measurement in the workplace serves as a vital tool for supervisors and managers to evaluate employee performance against established company standards. This process allows for the identification of strengths and areas for improvement, facilitating more targeted training and development efforts. Furthermore, by tailoring measurement techniques to specific work environments and roles, managers can ensure that evaluations are relevant and meaningful to individual employees. This aligns with the broader goal of optimizing organizational performance by fostering a culture of accountability and continuous improvement (Aiswarya and Kinslin, 2021).

Performance measurement in the workplace is indispensable for supervisors and managers as it provides a structured means to assess employee performance vis-à-vis the company's predefined benchmarks. By



systematically evaluating employee output, supervisors can identify both strengths and areas requiring improvement. This insight enables them to craft targeted training and development programs tailored to each employee's needs, fostering professional growth and enhancing overall performance. Moreover, customizing measurement techniques to suit the unique demands of different work environments and roles ensures that evaluations are not only accurate but also pertinent to individual employees (Kent, 2022). This personalized approach not only acknowledges the diverse skill sets and responsibilities within the organization but also underscores the value placed on each employee's contributions. Ultimately, this commitment to performance measurement cultivates a culture of accountability and continuous improvement, where employees are empowered to strive for excellence and contribute effectively to the organization's overarching objectives (Lee, 2020).

### ***Performance Assessment in the Call Center Industry***

In the call center industry, where operational demands and stress levels are typically high, effective performance assessment is essential for maintaining service quality and customer satisfaction. Metrics such as first call resolution rate and customer satisfaction provide valuable insights into the efficiency and effectiveness of call center operations. By closely monitoring these metrics, managers can identify trends, address performance issues promptly, and implement targeted interventions to improve overall service delivery (Chicu, Ryan, and Mirela, 2016).

Within the call center industry, characterized by demanding operational requirements and heightened stress levels, effective performance assessment is paramount to uphold service quality and ensure customer satisfaction (Delmore, 2019). Metrics such as the first call resolution rate and customer satisfaction serve as invaluable indicators of the efficiency and efficacy of call center operations. By diligently tracking these metrics, managers gain valuable insights into the performance of their teams and the overall effectiveness of their processes. This data-driven approach enables managers to swiftly identify emerging trends and address performance issues in real-time, thus minimizing any potential negative impact on service delivery (Calabia et. al, 2021). Moreover, armed with comprehensive performance data, managers can implement targeted interventions and strategic initiatives to enhance overall service quality and optimize customer satisfaction levels. In essence, the proactive monitoring and analysis of key performance metrics not only enable call center managers to maintain high service standards but also empower them to continuously refine and improve their operations in line with evolving customer needs and industry best practices (Aimee, 2019).

### ***Impact of Communication Systems and Agent Competencies on Call Center Efficiency***

The efficiency of call center operations is heavily influenced by the quality of communication systems and the competencies of frontline agents. Effective communication systems facilitate seamless interactions between agents and customers, reducing call handling times and enhancing overall service quality (Aliyu et. al, 2018). Similarly, well-trained and skilled agents who possess key competencies such as problem-solving abilities and empathy are better equipped to handle diverse customer interactions, leading to higher levels of customer satisfaction and loyalty.



The efficiency of call center operations is intricately linked to two critical factors: the quality of communication systems and the competencies of frontline agents. Firstly, effective communication systems play a pivotal role in facilitating seamless interactions between agents and customers (Lafosse, 2021). High-quality systems enable clear and reliable communication channels, ensuring that agents can effectively convey information and address customer queries or concerns in a timely manner. This not only reduces call handling times but also contributes to an overall improvement in service quality, as customers receive prompt and accurate assistance.

Moreover, the competencies of frontline agents significantly impact the efficiency and effectiveness of call center operations. Well-trained and skilled agents who possess key competencies such as problem-solving abilities and empathy are better equipped to handle the diverse range of customer interactions encountered in a call center environment. For instance, agents with strong problem-solving skills can quickly identify and resolve customer issues, minimizing the need for prolonged interactions and ensuring a satisfactory resolution for the customer. Additionally, agents who demonstrate empathy can effectively empathize with customers' concerns, fostering positive rapport and enhancing overall satisfaction levels (Parra-Gallego, L. F., & Orozco-Arroyave, 2021).

Furthermore, agents who are proficient in communication and possess a range of competencies are more likely to instill trust and confidence in customers, leading to higher levels of customer satisfaction and loyalty (Schaufeli, 2018). Customers appreciate interacting with agents who are knowledgeable, empathetic, and capable of addressing their needs effectively. As a result, investing in the development and training of frontline agents to enhance their competencies can yield significant dividends in terms of improved service quality, customer satisfaction, and long-term loyalty. Ultimately, the synergy between high-quality communication systems and skilled frontline agents is essential for driving efficiency and success in call center operations (Spector, 2022).

### ***Importance of Soft Skills in Call Center Operations***

Soft skills are indispensable for call center agents as they navigate the intricate and emotionally charged interactions with customers. Flexibility stands out as a key attribute, allowing agents to adeptly adjust to the diverse needs and preferences of customers. In a dynamic call center environment, where each interaction is unique, the ability to adapt quickly is paramount for delivering exceptional service. Similarly, assertiveness plays a crucial role in empowering agents to manage challenging situations with confidence and professionalism. By assertively asserting control over difficult conversations or resolving conflicts, agents can maintain control of the interaction while ensuring customer satisfaction.

Furthermore, problem-solving skills are essential for agents to efficiently identify and address customer issues. In the fast-paced environment of a call center, agents must be equipped with the analytical skills to swiftly assess problems and devise effective solutions. This not only streamlines the resolution process but also enhances the overall efficiency of call center operations. Moreover, empathy emerges as a foundational soft skill that fosters genuine connections and rapport with customers. By empathizing with customers' emotions and concerns, agents can establish trust and build stronger relationships, ultimately enhancing customer loyalty and satisfaction (Davras and Cabrera, 2017).





Additionally, enthusiasm plays a pivotal role in shaping the customer experience positively. Agents who convey genuine interest and enthusiasm in assisting customers leave a lasting impression, instilling confidence and trust in the company's service. Enthusiastic agents are more likely to go above and beyond to resolve customer concerns, leading to a more memorable and satisfying experience for the customer (Dogan, 2018).

In essence, soft skills such as flexibility, assertiveness, problem-solving, empathy, and enthusiasm are integral to the success of call center agents. By cultivating and honing these skills, agents can navigate complex interactions with ease, deliver exceptional service, and leave a positive impact on customer satisfaction and loyalty (Dogan et. al, 2019).

### ***The Growing Importance of Communication Skills in the Call Center Industry***

As the call center industry undergoes continuous evolution and customers' expectations become more sophisticated, the significance of enhanced communication skills among agents becomes paramount. Effective communication serves as the cornerstone of superior customer service, acting as the primary means through which agents engage with and assist customers. Moreover, it plays a pivotal role in building trust and fostering loyalty among customers, as clear and empathetic communication instills confidence in the company's ability to meet their needs.

In response to the evolving landscape of customer service, call center organizations must prioritize investment in communication skills training and development initiatives for their agents. By equipping agents with the necessary communication competencies, organizations can ensure that their frontline staff are well-prepared to navigate diverse customer interactions with confidence and proficiency. This includes honing skills such as active listening, empathy, and effective verbal and non-verbal communication (Dogan et. al, 2020).

Furthermore, investing in communication skills development enables call center agents to adapt to the evolving needs and preferences of consumers. As customer expectations continue to shift and diversify, agents must possess the agility and versatility to communicate effectively across various channels and contexts. Whether it's through phone calls, emails, chat messages, or social media interactions, agents must be adept at conveying information, addressing concerns, and delivering personalized service experiences (Fernandez-Llatas, 2015).

Ultimately, by prioritizing communication skills development, call center organizations can drive business success and competitiveness in the marketplace. Agents who excel in communication not only enhance customer satisfaction and loyalty but also contribute to positive brand perception and differentiation.

Moreover, effective communication fosters stronger relationships between agents and customers, laying the foundation for long-term customer retention and advocacy. In an increasingly competitive landscape, organizations that invest in enhancing communication skills among their agents gain a strategic advantage, positioning themselves as leaders in delivering exceptional customer experiences (Isik, 2017).



## CONCLUSION

Performance measurement serves as the backbone of organizational success, providing a structured framework for supervisors and managers to evaluate employee performance against established company standards. By utilizing tailored measurement techniques, organizations can not only identify areas of strength but also pinpoint areas requiring improvement, enabling targeted training and development efforts.

This proactive approach not only enhances individual employee performance but also contributes to overall organizational effectiveness and productivity. Moreover, by fostering a culture of accountability and continuous improvement, organizations can create an environment where employees are empowered to take ownership of their performance and strive for excellence in their roles.

In the call center industry, effective performance assessment is crucial for maintaining service quality and ensuring customer satisfaction, which are paramount for business success. Metrics such as the first call resolution rate and customer satisfaction provide invaluable insights into the efficiency and effectiveness of call center operations. By closely monitoring these metrics and promptly addressing any performance issues that arise, call centers can proactively improve service delivery and enhance the overall customer experience.

This proactive approach not only helps to mitigate potential service disruptions but also fosters a culture of continuous improvement, where agents are encouraged to identify areas for enhancement and implement innovative solutions to meet customer needs.

Furthermore, the efficiency of call center operations is heavily influenced by the quality of communication systems and the competencies of frontline agents. Effective communication systems enable seamless interactions between agents and customers, reducing call handling times and enhancing overall service quality.

Similarly, well-trained and skilled agents who possess key soft skills such as problem-solving abilities and empathy are better equipped to handle the diverse range of customer interactions encountered in a call center environment. By investing in both communication systems and agent training and development initiatives, call center organizations can optimize efficiency, drive customer satisfaction, and maintain a competitive edge in the market.

In conclusion, the call center industry's evolution underscores the growing importance of enhanced communication skills among agents. Effective communication is essential for delivering superior customer service, building trust, and driving business success.

By investing in communication skills training, call center organizations can equip their agents to meet the evolving needs of consumers, ultimately enhancing customer satisfaction and competitiveness in the marketplace. This proactive approach not only enhances the customer experience but also strengthens the organization's reputation and market position in an increasingly competitive landscape.



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