



EMPLOYEE ENGAGEMENT RESEARCH SERIES

Global Report  2023





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01. INTRODUCTION

- Preface
- Interpreting Results



PREFACE

Understanding employee satisfaction is crucial for any organization and that's why we conduct an annual employee engagement study specifically targeting frontline staff in contact centers. By taking a global approach and reaching out to staff across various geographies and industries, we get a comprehensive understanding of job satisfaction in contact centers. It is the third year we've conducted this research, and this year, we had over 6,000 responses across 19 countries and regions.

Our data has shown that positive experiences throughout each stage in an employee's working lifecycle significantly contribute to job satisfaction and retention. From the time they are onboarded to receiving regular performance reviews, every aspect is essential for a contented workforce.

Data from our research also suggests that strong relationships between team leaders and frontline staff in contact centers are crucial for a satisfied and engaged workforce. These relationships help foster an environment of trust and collaboration in the workplace, and offering growth and development opportunities can not only motivate staff but also enhance their skills and capabilities. Finally, compensation is a critical factor in attracting and retaining the right talent in contact centers. Providing fair and competitive compensation can demonstrate that their contributions are valued and recognized.

Ian Aitchison

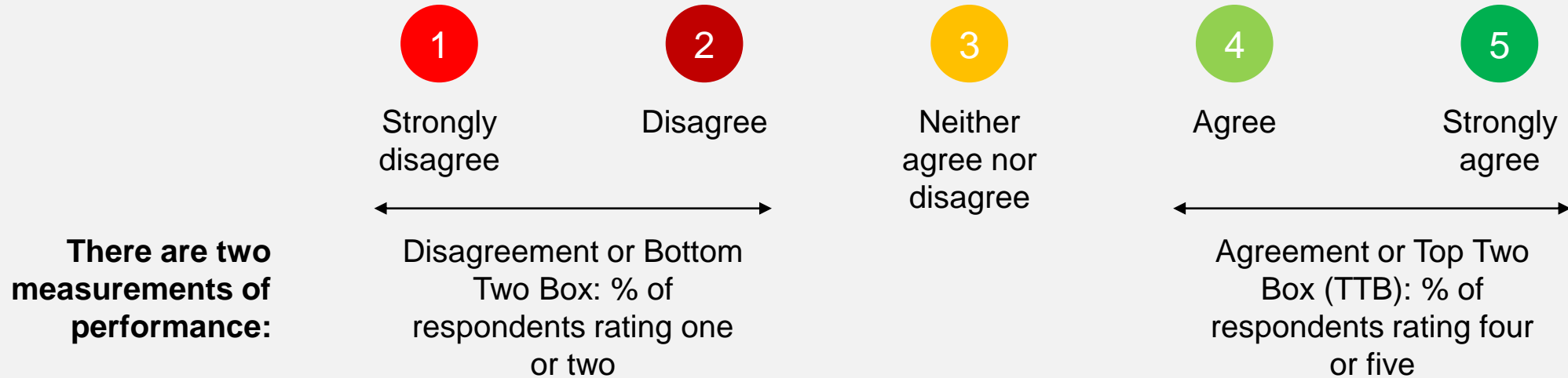
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INTERPRETING THE RESULTS

1. Agreement scale: An example – overall, I feel satisfied with my current job.



2. Low Base (#)

indicates the number of respondents for a data point is less than 30. Results from a low base may still be of interest but may not represent the population.

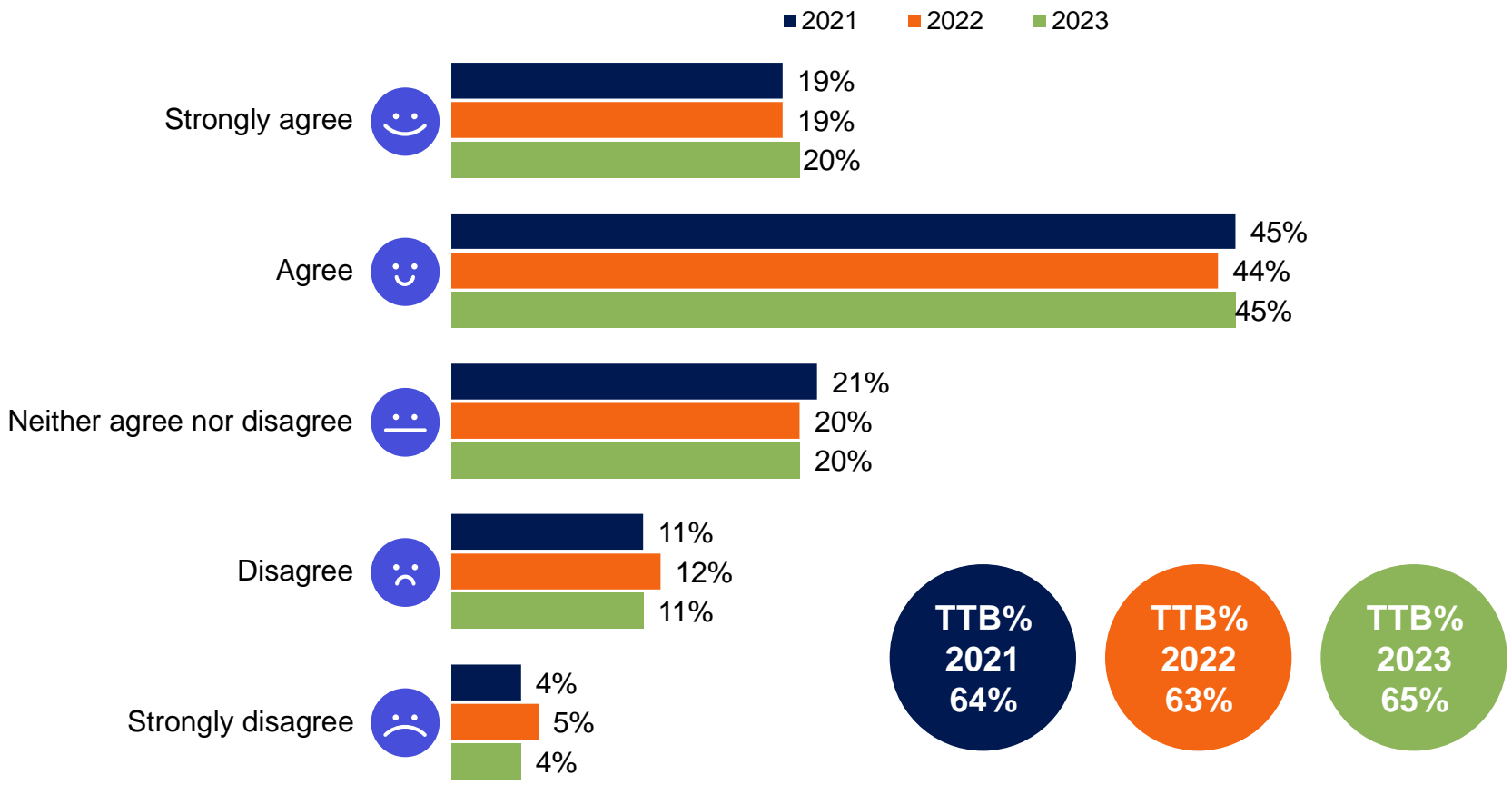

02. OVERALL PERFORMANCE

- Job Satisfaction
- Staff Retention
- Countries/Regions
- Tenure
- Business Process Outsourcing (BPO) Providers vs. In-house Contact Centers
- Industry



JOB SATISFACTION

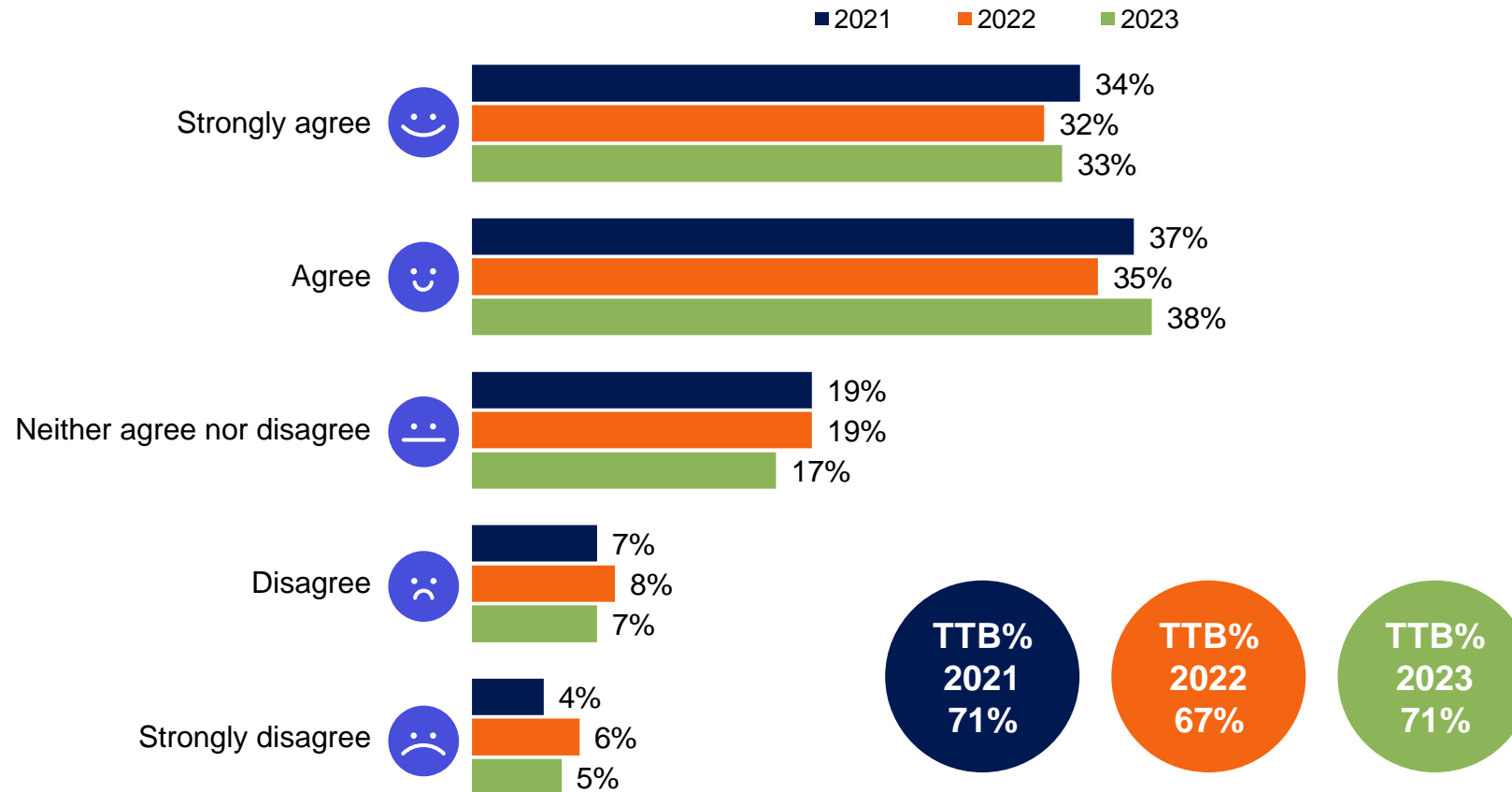
Overall, I feel satisfied with my current job.

According to our recent data, approximately 65% of frontline staff express satisfaction with their current jobs. This figure remains comparable to the findings from 2022, suggesting sizeable opportunities for contact centers to enhance job satisfaction among their frontline employees.

STAFF RETENTION

I am very likely to continue working with my current organization over the next 12 months.



According to our research, 71% of the frontline staff surveyed expressed a desire to remain with their current organizations in the upcoming year.

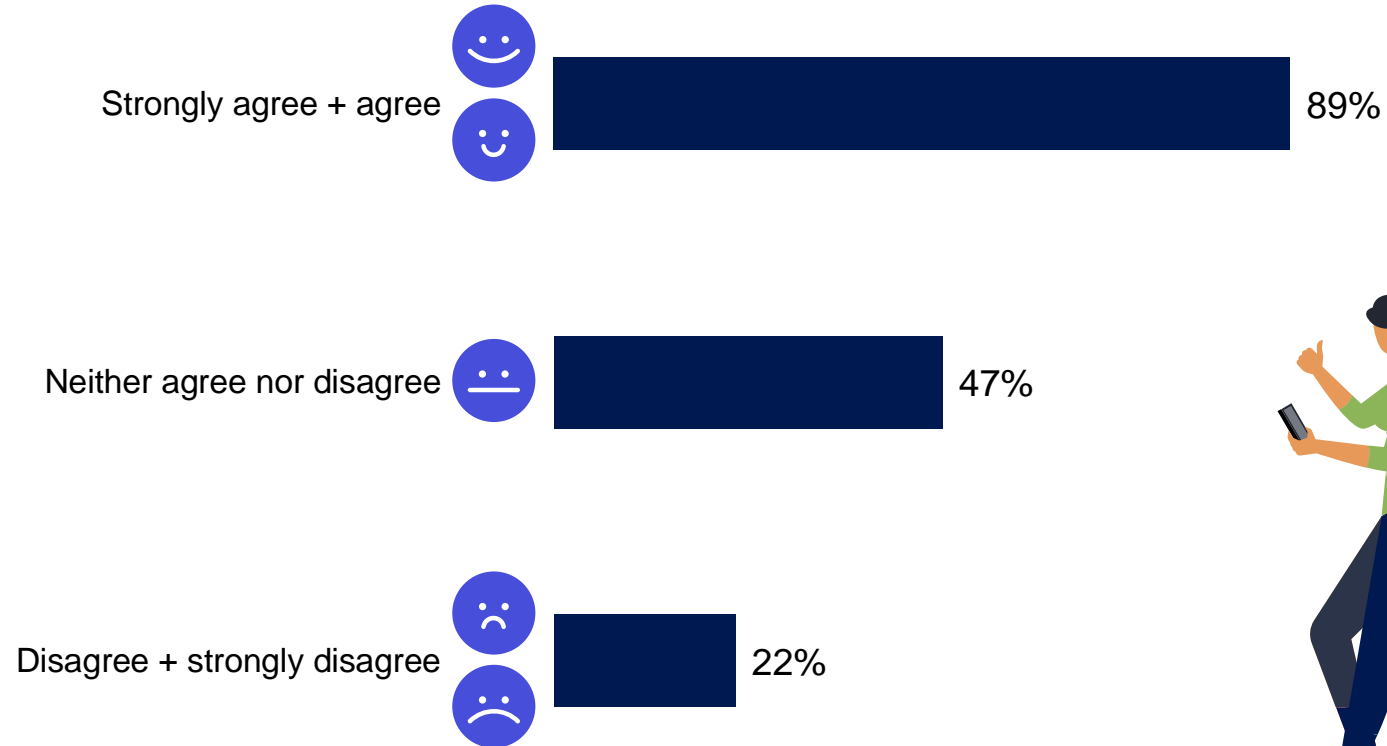
This represents a slight increase compared to the previous year, where the score rose from 67% (2022) to 71% (2023), effectively returning to the levels observed in 2021.



JOB SATISFACTION AND RETENTION

Overall, I feel satisfied with my current job.

I am very likely to continue working with my current organization over the next 12 months
(% Strongly agree + agree)



Our research once again confirms a clear link between job satisfaction and the likelihood of remaining with the same organization.

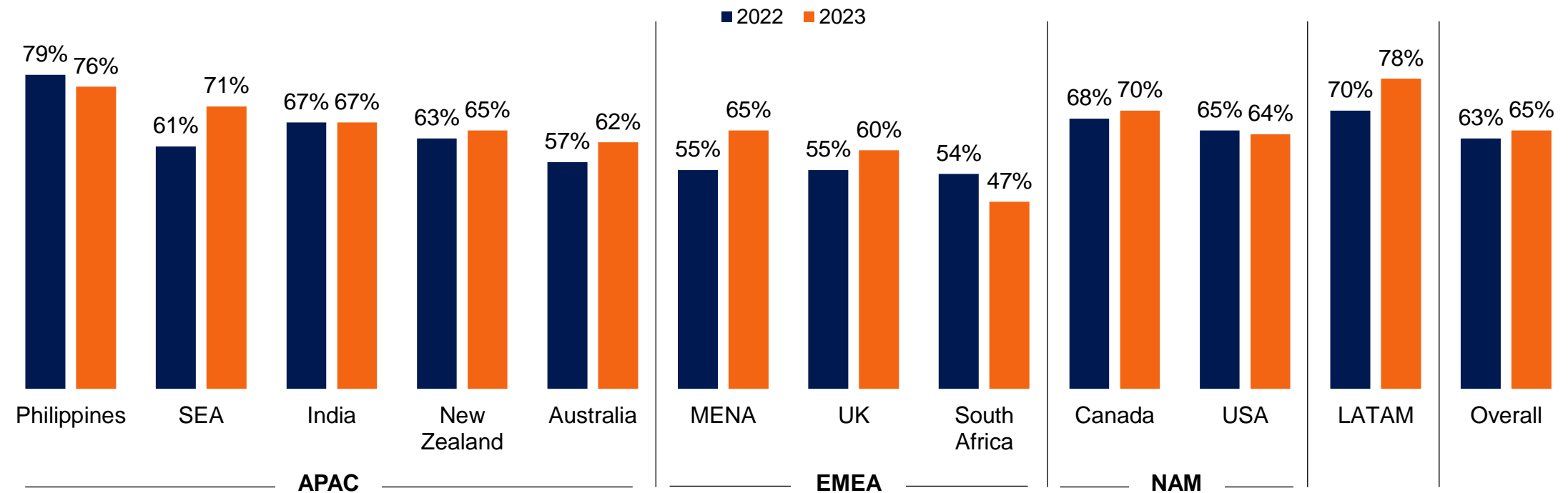
Frontline staff who are satisfied with their jobs are 4x more inclined to continue with their current organizations in the upcoming 12 months.

Note: Figures indicate TTB%



COUNTRIES/REGIONS - JOB SATISFACTION

Overall, I feel satisfied with my current job.

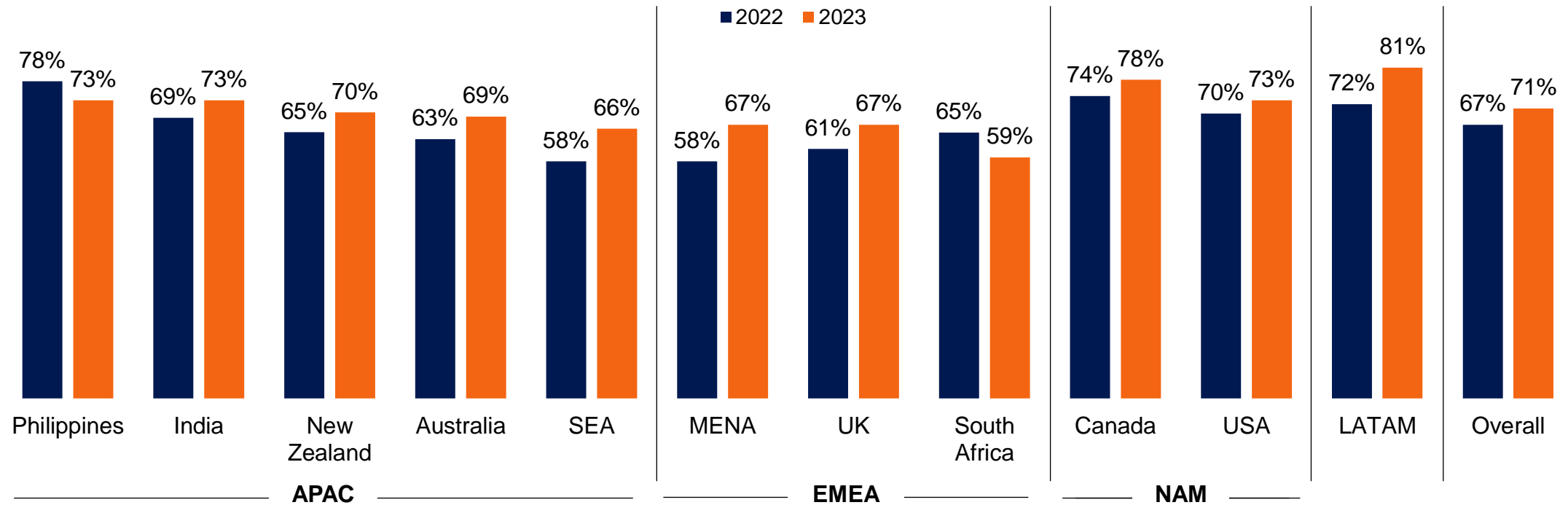


According to the global data, job satisfaction remained stable from 2022 to 2023. However, several countries experienced notable changes in job satisfaction levels. South Africa saw a sizeable decrease, whereas regions like Southeast Asia (SEA), the Middle East and North Africa (MENA) and Latin America (LATAM) witnessed a substantial increase.

Note: Figures indicate TTB%

COUNTRIES/REGIONS - RETENTION

I am very likely to continue working with my current organization over the next 12 months.



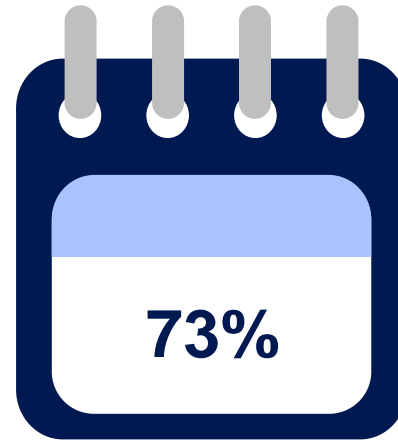
In comparison to other geographies, South Africa has the lowest percentage of frontline staff expressing a desire to remain with their current organization over the next 12 months.

Note: Figures indicate TTB%

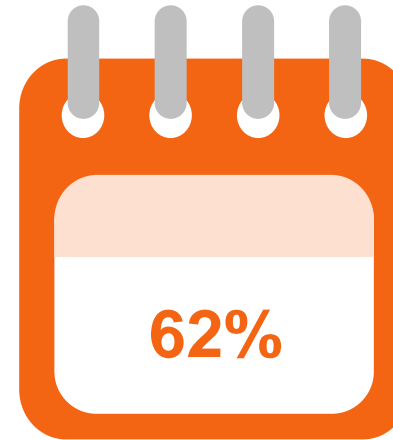
JOB SATISFACTION AND TENURE

Overall job satisfaction decreases with tenure.

According to our research findings, job satisfaction tends to decrease as tenure increases, specifically when frontline staff remain in the same role.



0-12 months



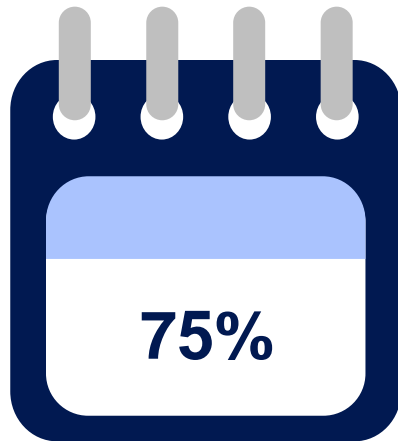
More than one year



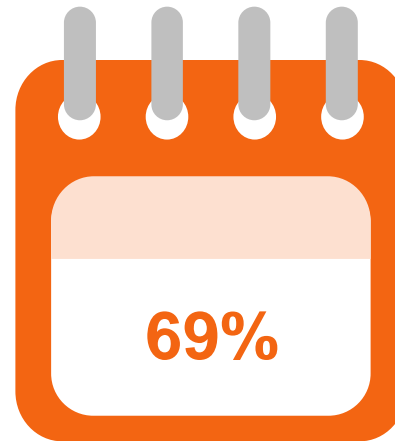
Note: Figures indicate TTB%

STAFF RETENTION AND TENURE


The likelihood to continue decreases with tenure.



0-12 months



More than one year



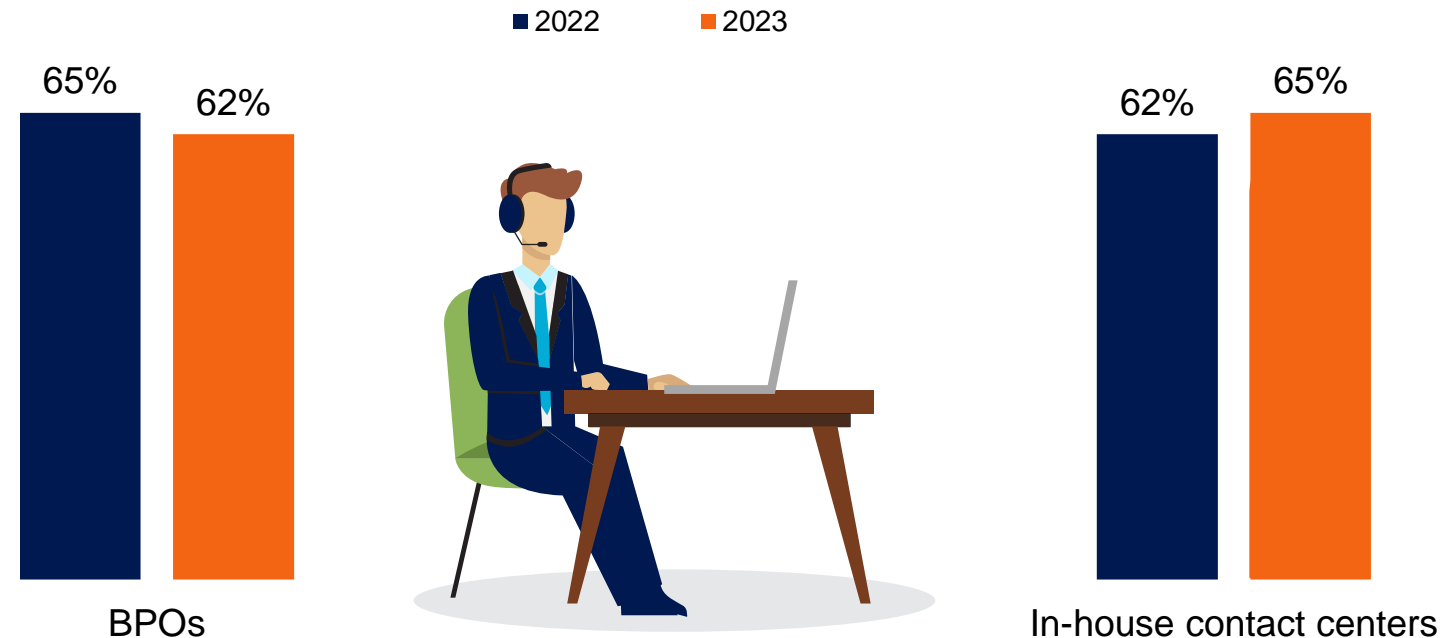
As tenure increases, frontline staff who stay in the same role for an extended period are more inclined to seek opportunities elsewhere.



Note: Figures indicate TTB%

BPOs VS. IN-HOUSE CONTACT CENTERS - JOB SATISFACTION

Overall job satisfaction for BPOs and in-house contact centers.


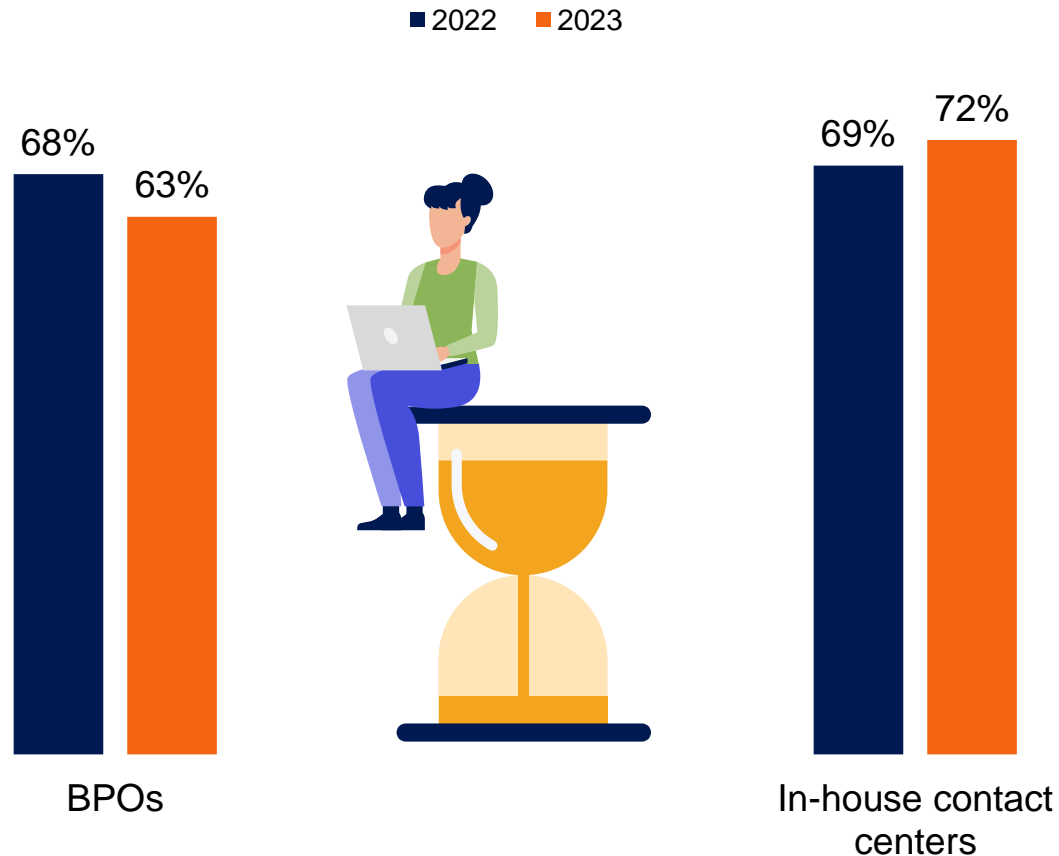


Globally, job satisfaction is similar to frontline staff working in BPOs and in-house contact centers. However, there are noteworthy variations when examining country/region-specific levels, which will be presented in forthcoming reports focusing on specific countries/regions.

Note: Figures indicate TTB%

BPOs VS. IN-HOUSE CONTACT CENTERS - RETENTION

How likely are you to continue with your current organization?

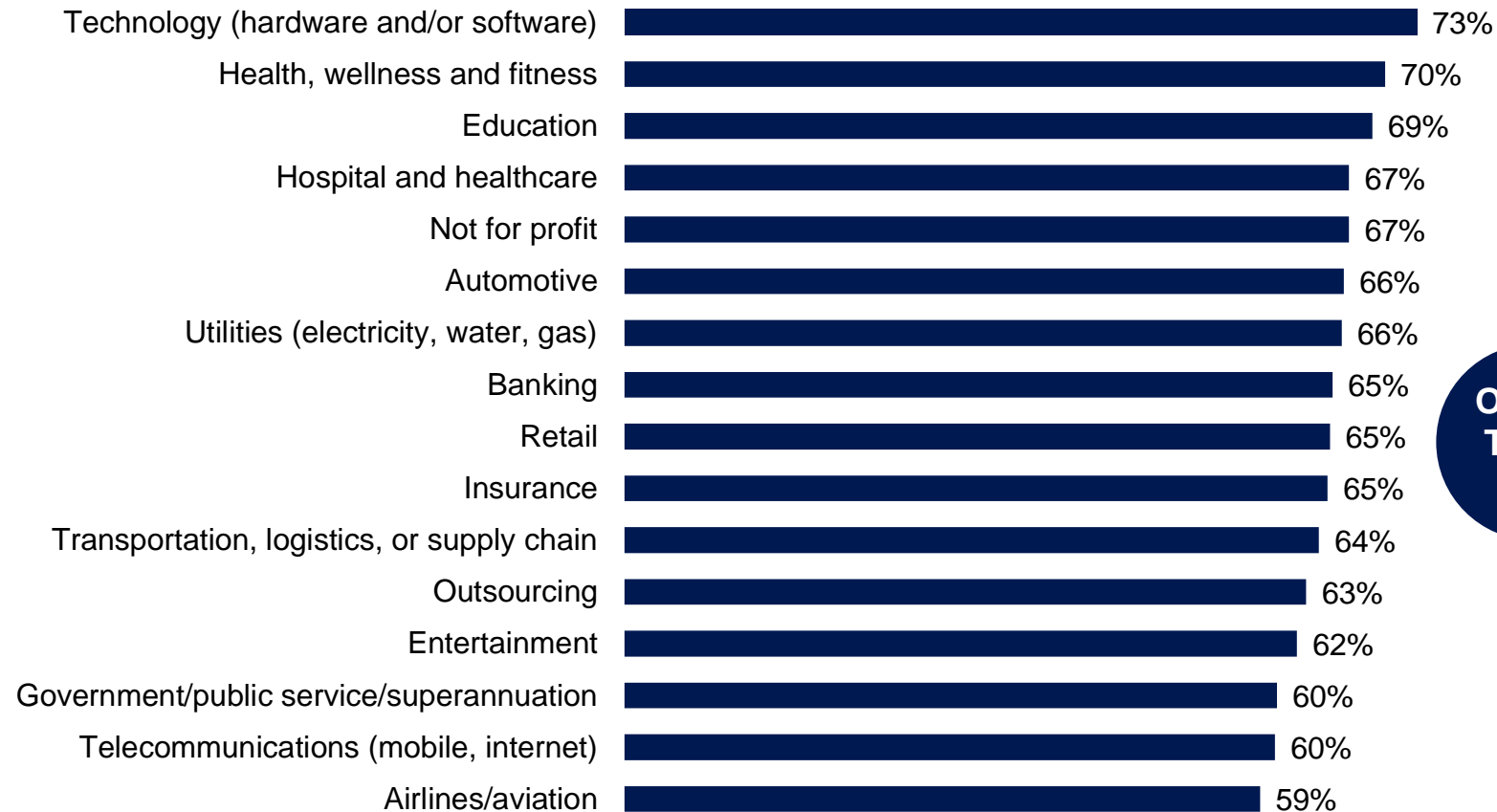


The disparity in frontline staff retention between BPOs and in-house centers widened, with in-house contact center staff having a much higher likelihood to continue in their role.

Note: Figures indicate TTb%

JOB SATISFACTION BY INDUSTRY

Overall job satisfaction – Industries



Overall
TTB%
65%

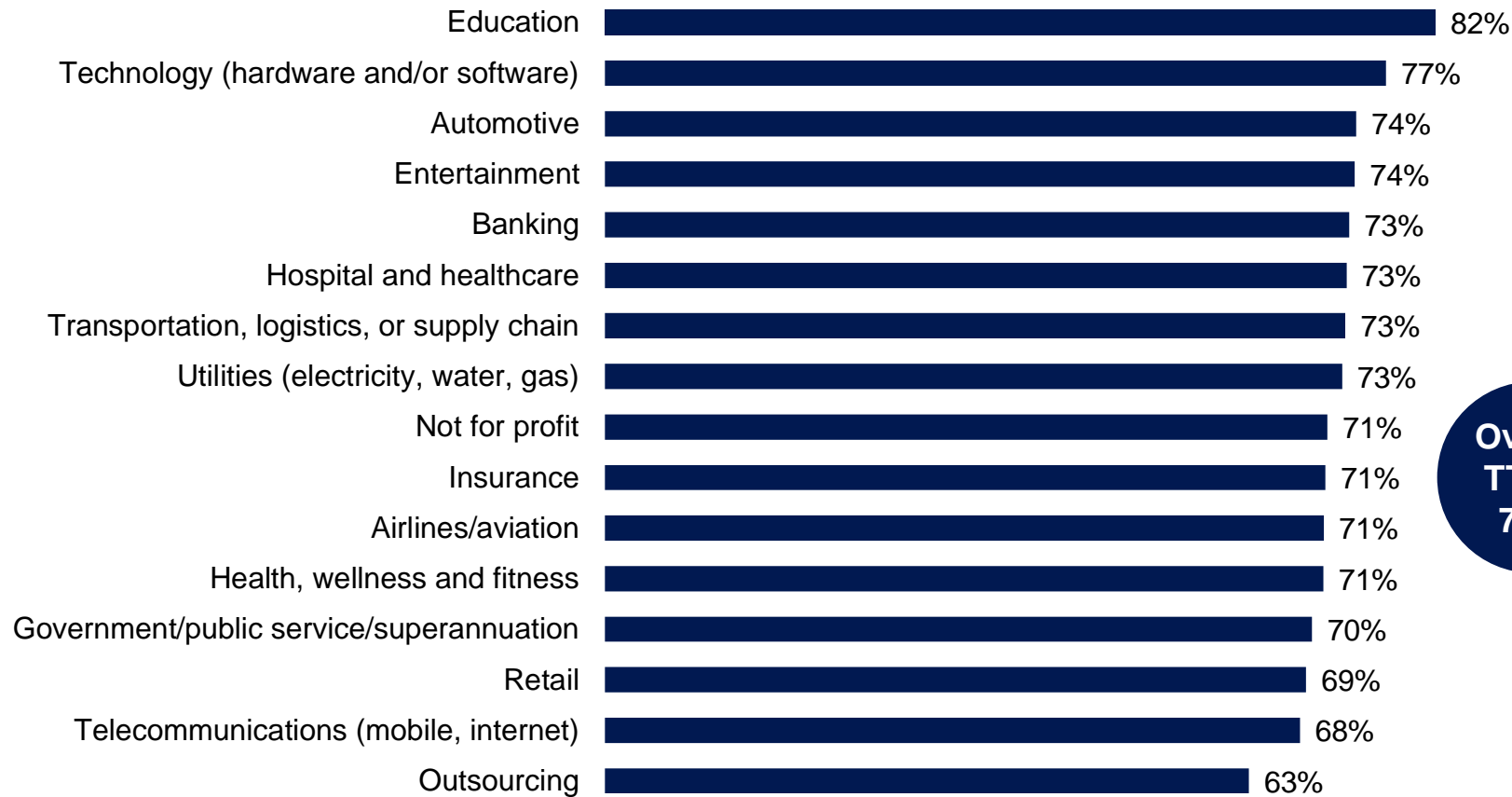
Frontline staff in the technology sector displayed the highest level of job satisfaction, whereas frontline staff in the airlines/aviation sector reported the lowest job satisfaction.



Note: Figures indicate TTB%

RETENTION BY INDUSTRY

The likelihood to continue – Industries



Note: Figures indicate TTB%

Overall
TTB%
71%

In the education sector, frontline staff members are generally more likely to remain with their organization for a year, while frontline staff from the outsourcing industry have expressed the least likelihood to do so.



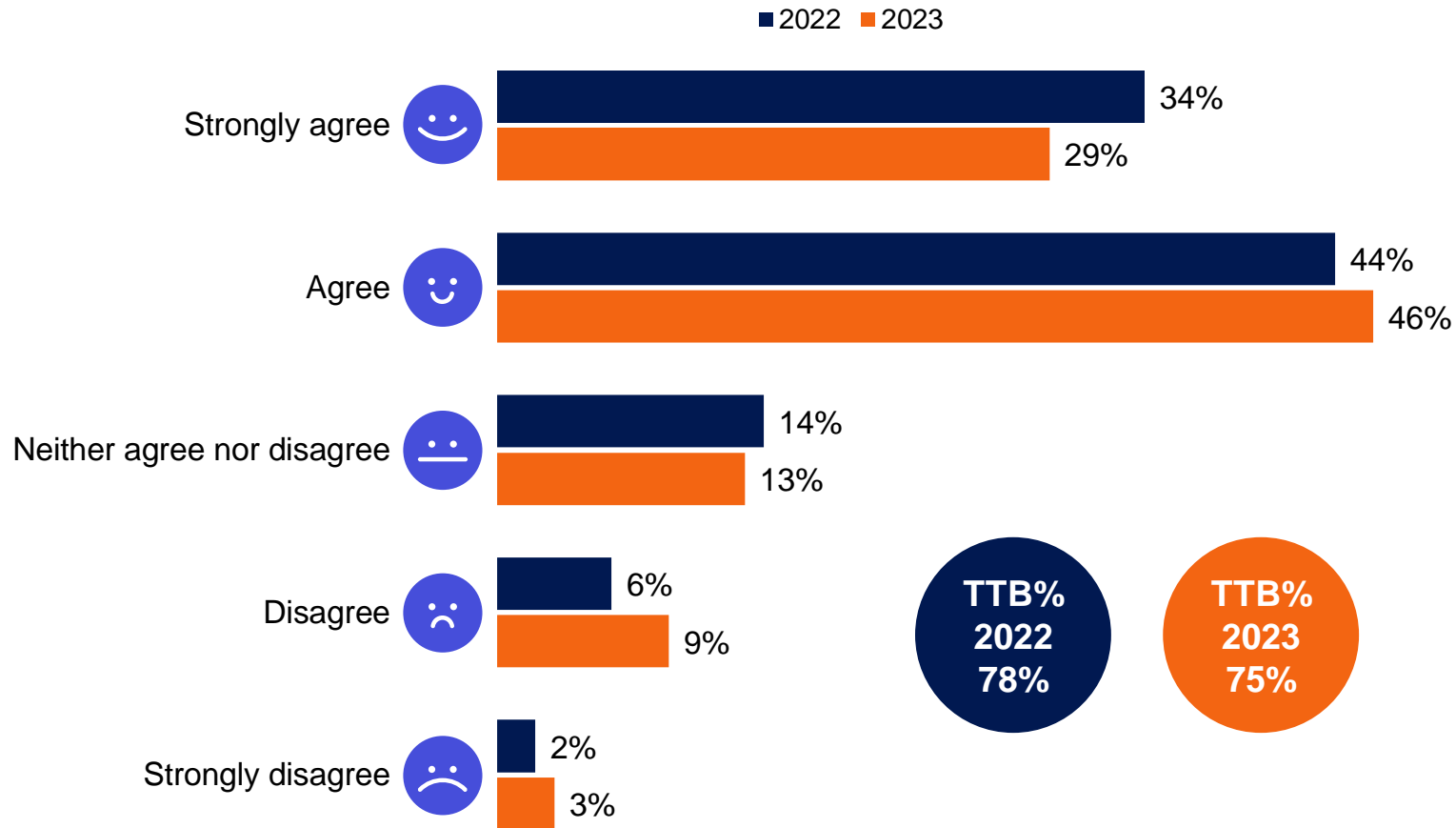
03. ONBOARDING EXPERIENCE

- Recruitment
- Training



RECRUITMENT EXPERIENCE

The recruitment team accurately described what the job was like.



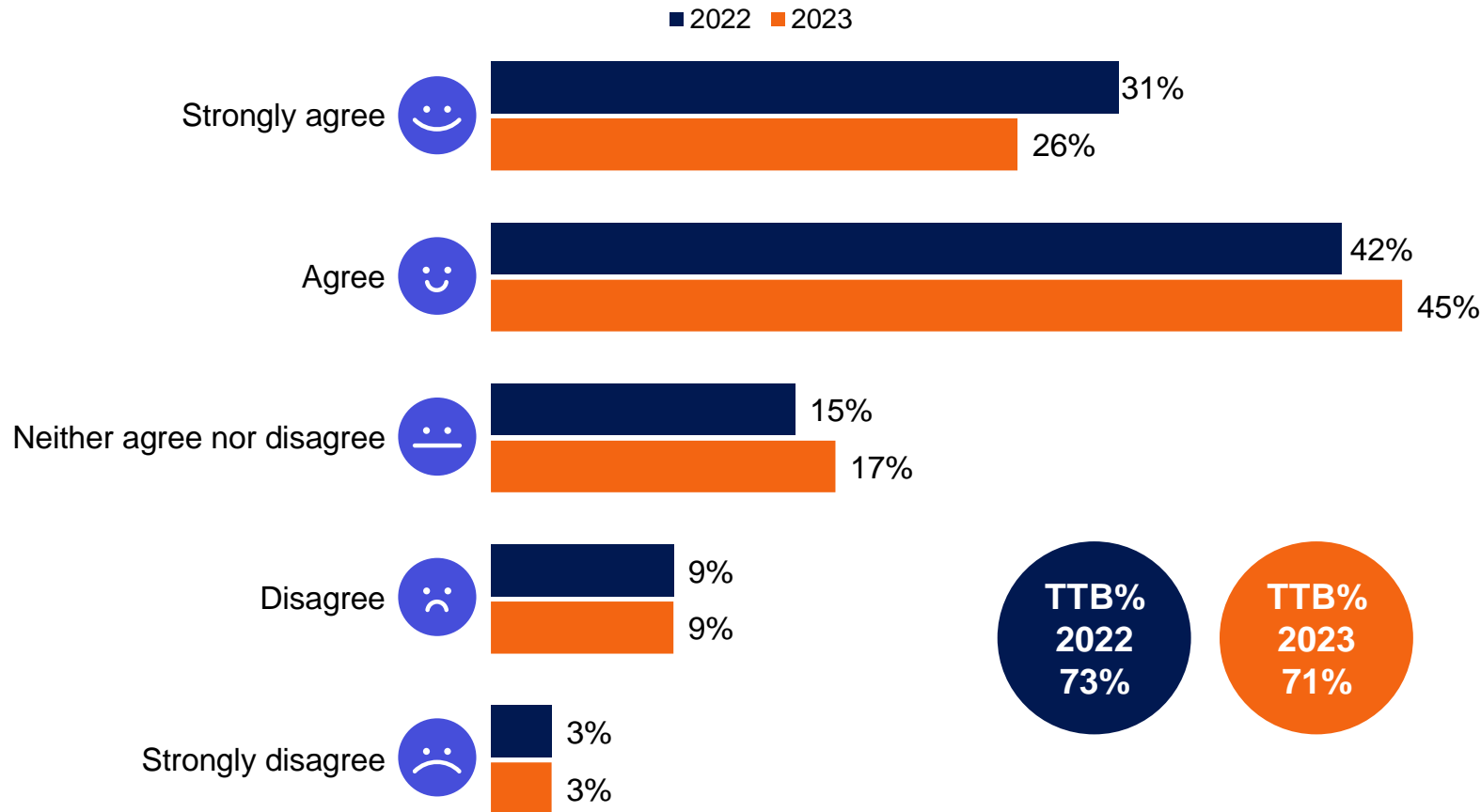
Accurate job descriptions help mitigate early attrition rates among frontline staff, specifically within the first 90 days of joining.

According to our data, 75% of recently hired frontline staff reported being provided with precise job descriptions.

Furthermore, frontline staff who confirmed receiving accurate job descriptions expressed 2x as much job satisfaction as those who did not. Additionally, they also exhibited 2x the likelihood of remaining with the same organization.

TRAINING EXPERIENCE

The training my organization provided for my current job equipped me to succeed.



Training plays a crucial role in setting up frontline staff for their roles.

However, only 71% of respondents felt that their training adequately prepared them for success in their organization, suggesting the need for significant improvement in new hire training.

Staff who are satisfied with their training are 2x more satisfied with their jobs and have 2x the likelihood of staying with their organizations for at least a year.

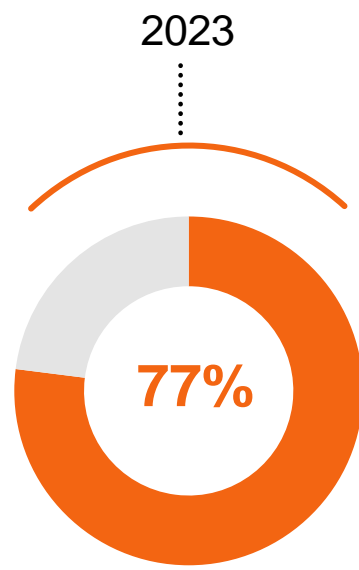
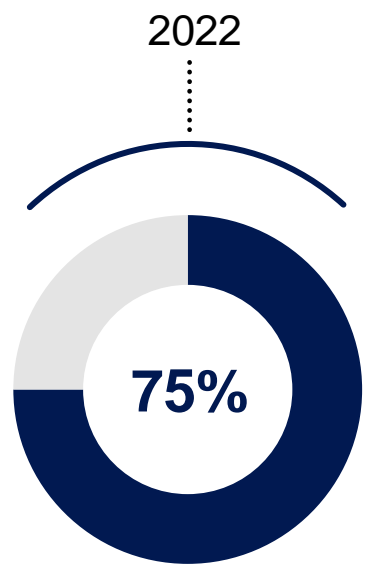
04. RELATIONSHIP WITH MANAGER/TEAM LEADER

- Technical Skills
- Values Feedback
- Staff Well-being
- Acts with Integrity



TECHNICAL SKILLS

My team leader has the technical skills to help me when I have questions.



A team leader carries significant responsibilities, including providing guidance, support and motivation to team members.

According to our research, 77% of frontline staff believe that their team leaders possess the necessary technical skills to assist them with questions and concerns.

Our data suggests a strong correlation between staff satisfaction and their perception of their team leader's technical abilities. **Those who believe their team leaders have the necessary skills are 3x more satisfied with their jobs and 2x as likely to continue with the organization for the next 12 months as those who do not have the same perception.**

Note: Figures indicate TTB%

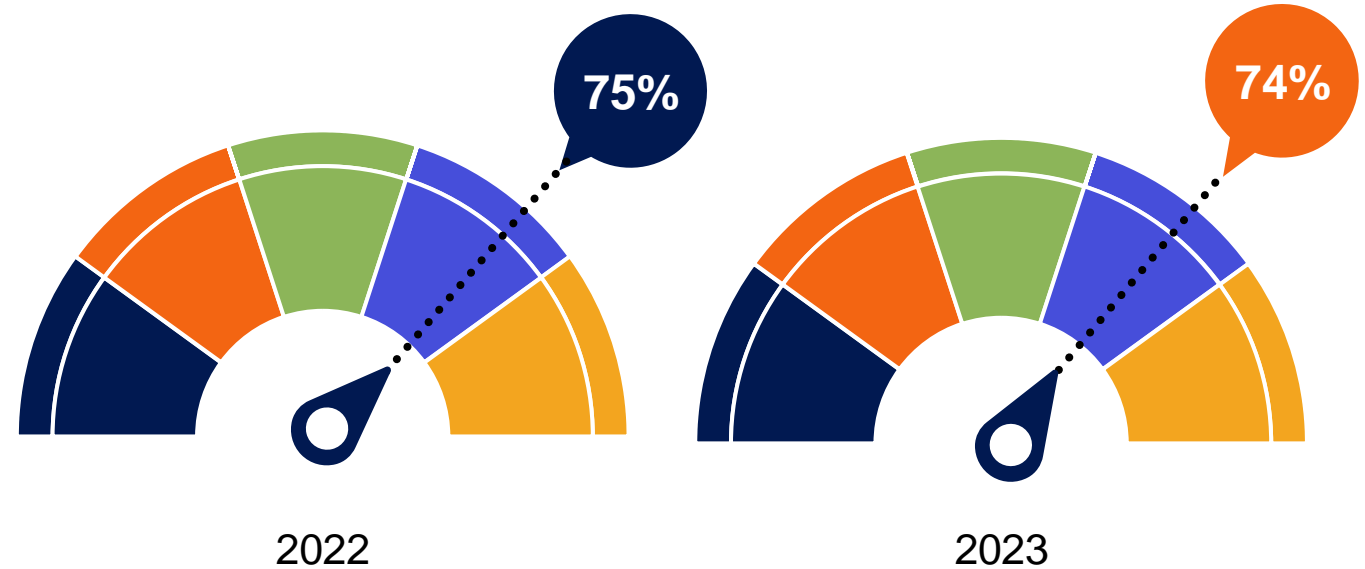
VALUES FEEDBACK

My team leader values my feedback.

Contact centers are often associated with high-stress environments, which can impede staff's performance. When staff feel their feedback isn't valued, it further compounds the challenges.

However, when staff feedback is not only heard, but also considered and acted upon, it can greatly impact job satisfaction and retention.

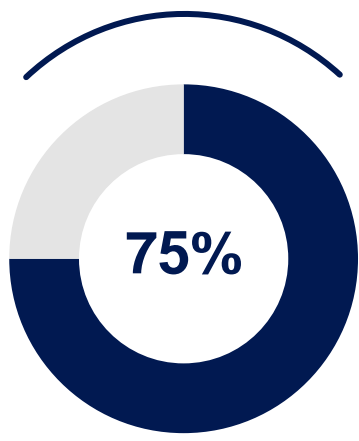
Only 74% of respondents believe their team leaders value their feedback. **When staff believe their leader values their feedback, job satisfaction triples, and they are twice as likely to stay on.**



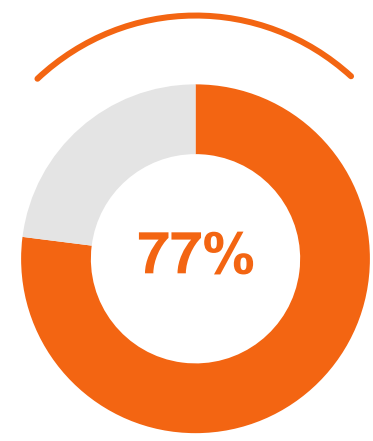
Note: Figures indicate TTB%

STAFF WELL-BEING

My team leader cares about my personal well-being.



2022



2023



Our research indicates that leaders who prioritize the emotional and physical well-being of their staff contribute to a positive workplace culture.

This, in turn, can result in higher job satisfaction and employee retention rates. Our latest research indicated that 77% of frontline staff said their team leader genuinely cares about their personal well-being, suggesting an opportunity for improvement in this area.

When staff feel their team leader cares for their well-being, they are 3x more satisfied with their jobs and 3x more likely to remain with their organizations.

Note: Figures indicate TTB%

ACTS WITH INTEGRITY

My team leader consistently acts with integrity.



2022
78%

2023
80%



Team leaders play a crucial role in ensuring the motivation, productivity and engagement of frontline staff members with customers. When team leaders exhibit integrity, they set the standard for their teams.

By demonstrating honesty, accountability, and transparency in their actions and decision-making, team leaders can earn the trust and respect of their colleagues.

When staff feel that their team leader acts with integrity, they are 3x more satisfied with their jobs and 3x more likely to remain with their organizations.

Note: Figures indicate TTB%

05. GROWTH AND DEVELOPMENT

- Learning and Development
- Praise and Recognition
- Investing in Employees
- Growth Opportunity



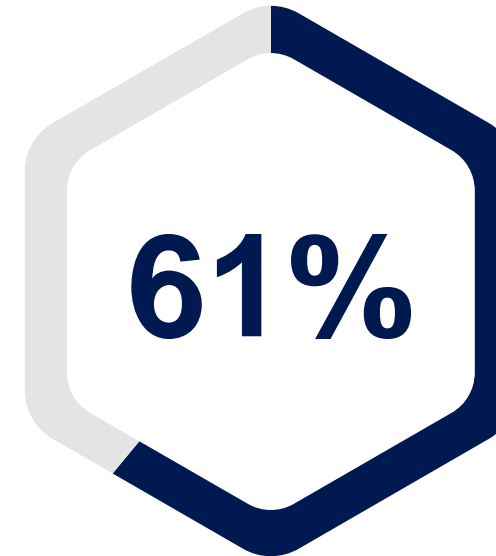
LEARNING AND DEVELOPMENT

My organization provides enough opportunities for me to learn/develop.

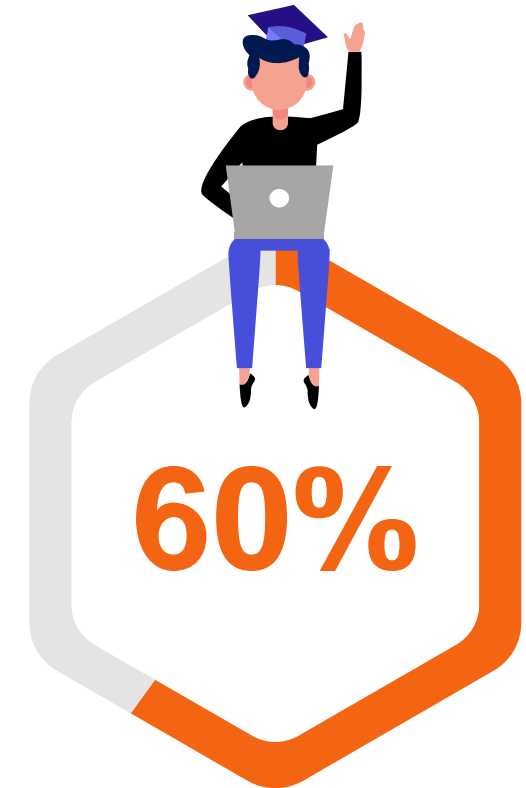
Having agents who feel valued and see opportunities to grow professionally, allow for a more efficient and productive contact center. These opportunities can be outside of their current teams and functions.

Just 60% of frontline staff members agree that their organization offers sufficient development opportunities. This percentage has remained similar to 2022.

Notably, when frontline staff members believe that their organization provides them with ample opportunities to learn and grow, they are 3x more satisfied with their jobs and 2x as likely to remain with their current organizations compared to those who do not share this sentiment.



2022

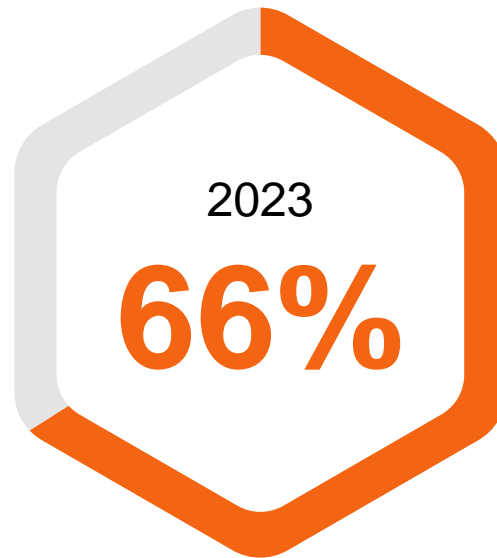
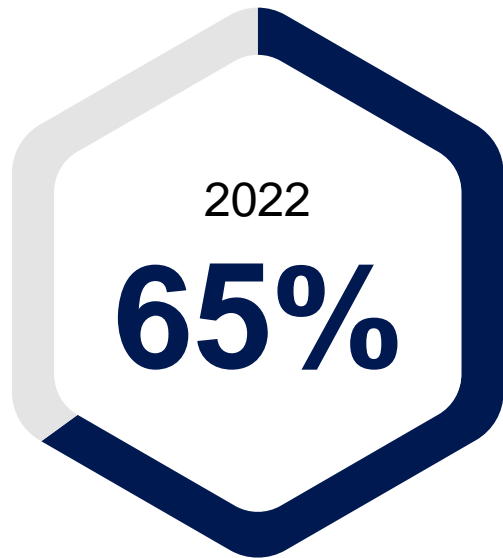


2023

Note: Figures indicate TTB%

PRAISE AND RECOGNITION

I receive praise/recognition for doing my job well.



Around two-thirds of the staff stated they were praised or recognized for the work they do. This percentage has remained relatively constant since 2022.

Acknowledging the hard work and dedication of frontline staff can significantly boost their morale and job satisfaction. It is important to note that recognition doesn't always have to be in the form of financial rewards.

When frontline staff feel valued and appreciated for their contributions, they are 3x more satisfied with their jobs and 2x as likely to stay with their current organizations than when they don't receive recognition for their efforts.

Note: Figures indicate TTB%

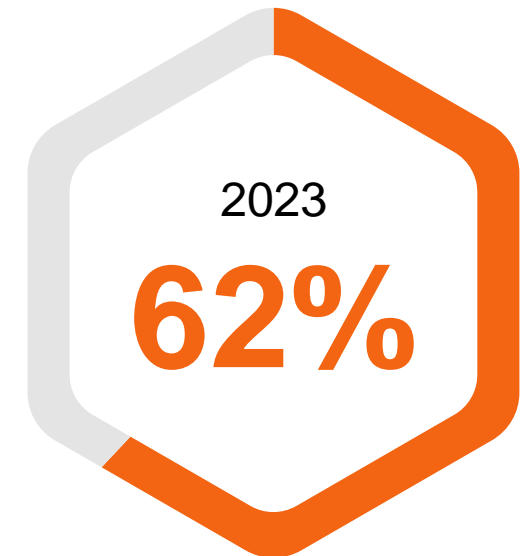
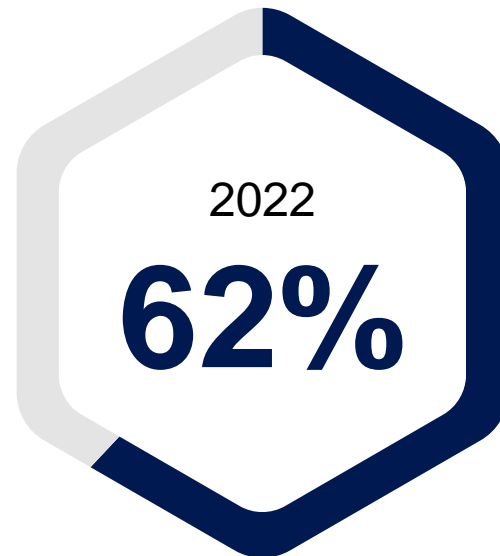
INVESTING IN EMPLOYEES

I see my organization making long-term investments that will support future success.

Data suggests there is inadequate investment in the long-term success of employees. Organizations are not investing enough in the long-term success of employees.

This aspect presents a significant opportunity for improvement. Only 62% of frontline staff agree that their organizations are making long-term investments in their future success.


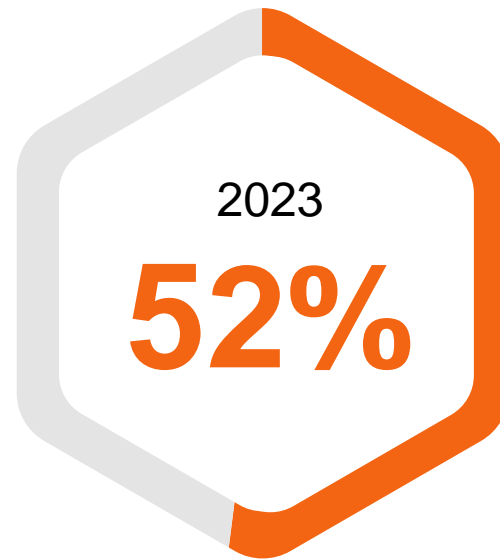
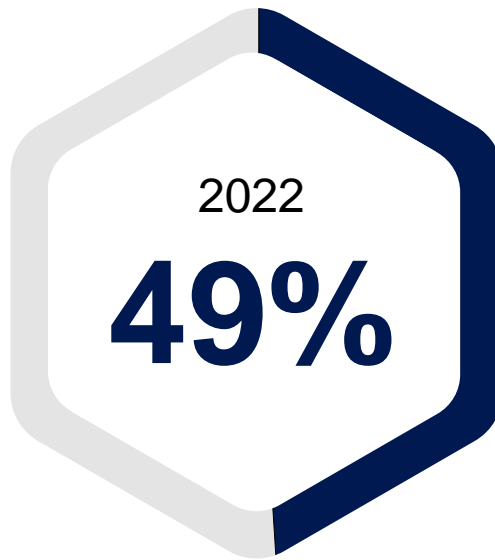
However, when employees perceive that their organizations are investing in their future, they are 3x more satisfied with their jobs and 3x as likely to remain with their current organizations, compared to those who do not perceive such investments.



Note: Figures indicate TTB%

GROWTH OPPORTUNITY

I see desirable growth opportunities for myself in my organization.



It is not just enough to hire the right people for the job, but also to ensure that they continue to grow and develop in their careers. Investing in the growth of the frontline staff is important for the long-term success of any contact center.

According to our survey, only 52% of the frontline staff agree that their organizations offer them desirable growth opportunities.

These staff members are 3x more satisfied with their jobs and 2x as likely to stay with their current organizations than those who do not believe so.

Note: Figures indicate TTB%

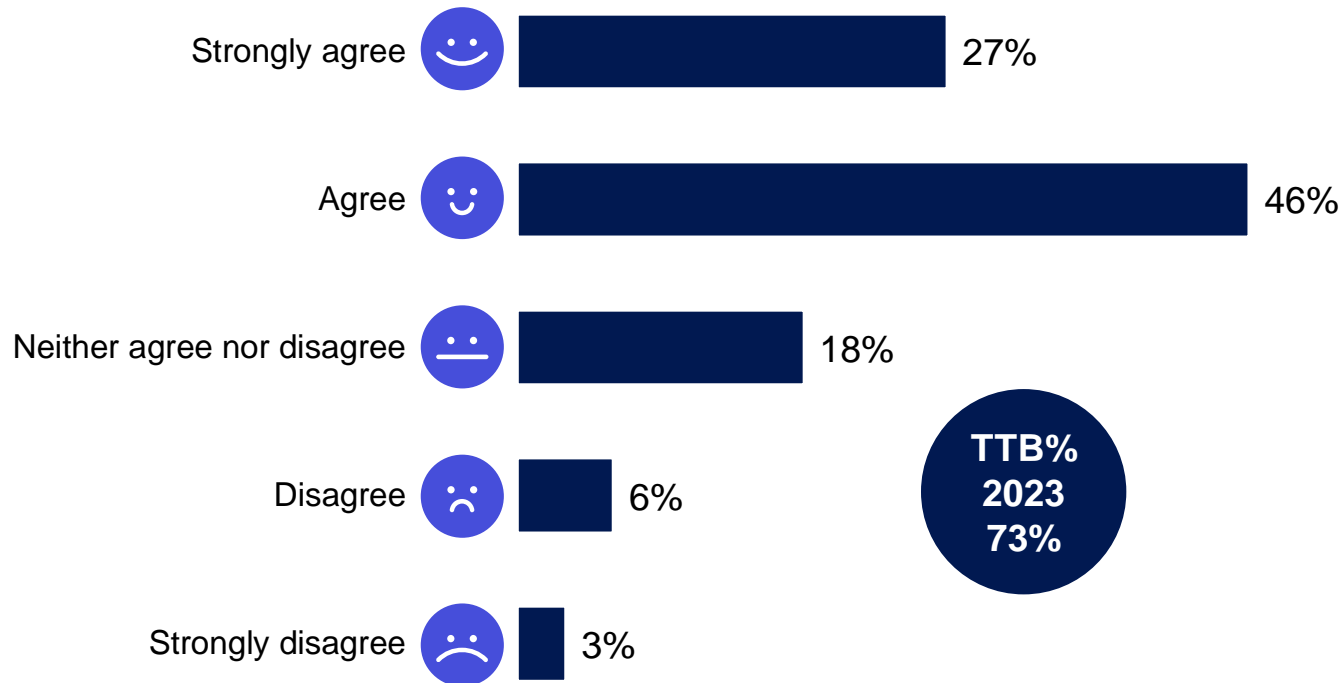
06. COACHING AND STRUCTURED REVIEWS

- Coaching Experience
- Structured Reviews
- Structured Reviews and Job Satisfaction
- Structured Reviews and Retention
- Structured Reviews and Team Leader Relationships
- Structured Reviews and Growth and Development



COACHING

The coaching provided by my organization helps me excel at my job.



Proper coaching can help staff improve their communication skills, enhance their product knowledge and hone their problem-solving abilities. By investing time and effort in coaching, organizations can empower their frontline staff to provide better customer service, enhance customer satisfaction and ultimately drive business growth.

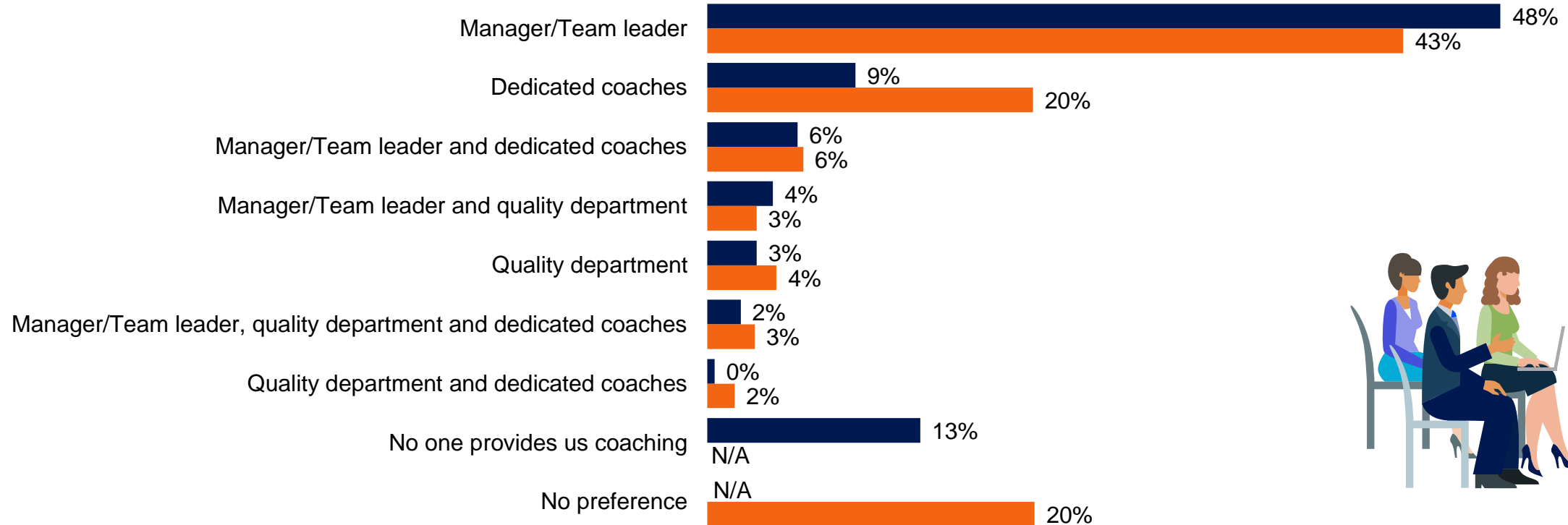
73% of the surveyed staff reported that the coaching provided by their organizations helps them excel in their roles.

When frontline staff feel they have been effectively coached to excel in their jobs, they are 3x more satisfied with their jobs and 2x as likely to continue in their current roles compared to when they do not feel effectively coached.

COACHING – WHO SHOULD COACH?

Coaching preferences among frontline staff.

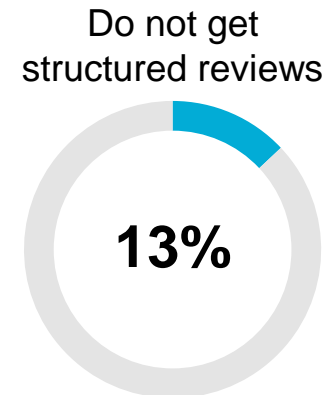
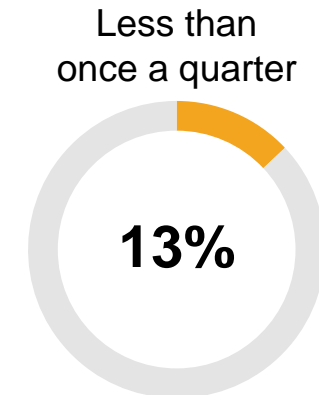
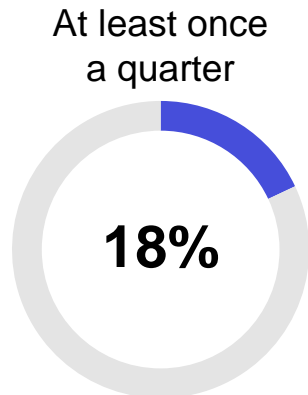
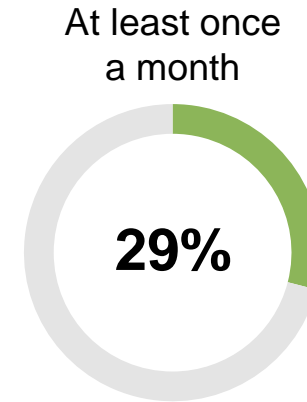
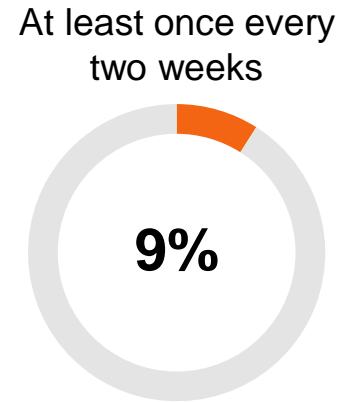
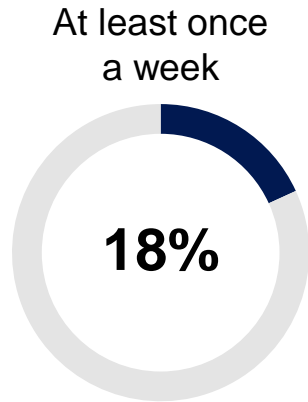
■ Who provides coaching? ■ Who would you prefer?



While 43% of respondents prefer to be coached by a Manager/Team Leader, almost half of respondents told us they were coached solely by their Managers/Team Leaders. 13% of the respondents said they didn't get any coaching.

FREQUENCY OF STRUCTURED REVIEWS

How often do you receive a structured review of your performance compared to targets with your manager e.g., a one-on-one?



More than half of the frontline staff surveyed indicated that they receive structured performance reviews on at least a monthly basis.

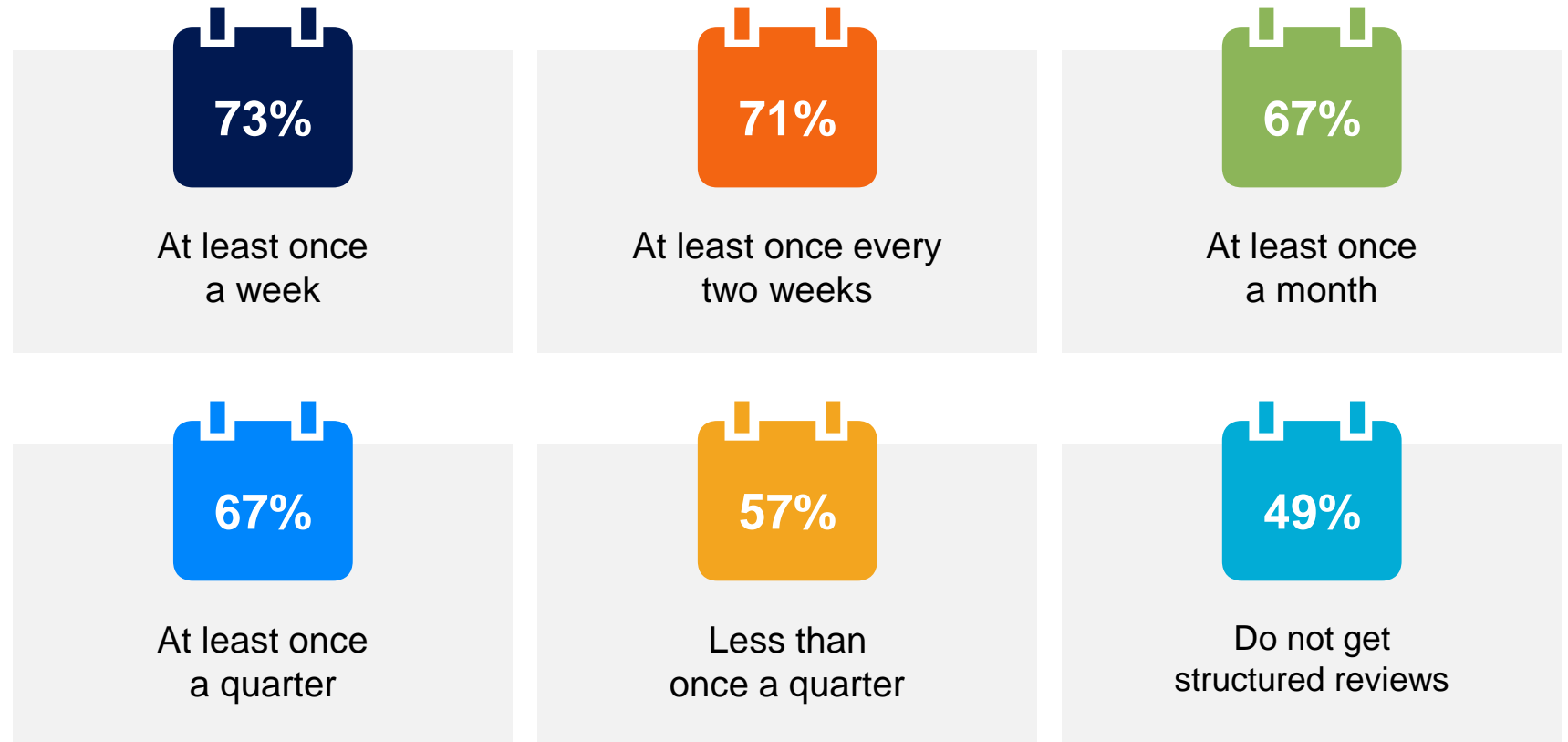
Additionally, it was found that 13% of the frontline staff reported not receiving any structured performance reviews.

FREQUENCY OF STRUCTURED REVIEWS AND JOB SATISFACTION

Overall, I feel satisfied with my current job. (% Strongly agree + Agree)

Regular, structured one-on-one reviews contribute to higher frontline staff satisfaction. By providing feedback and constructive criticism, staff productivity and performance can be improved.

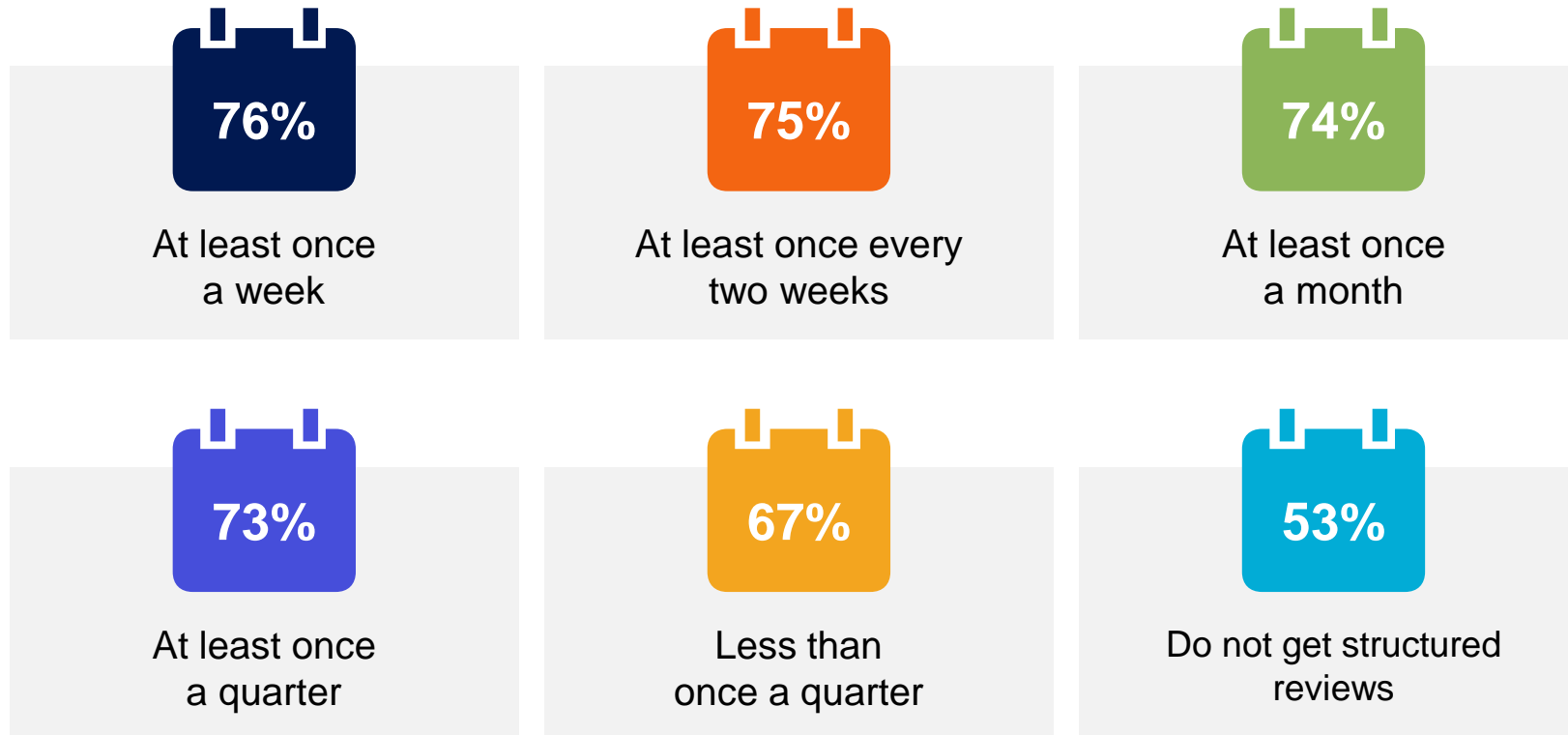
Ongoing feedback helps keep frontline staff motivated and engaged, resulting in enhanced customer experiences and increased job satisfaction.



Note: Figures indicate TTB%

FREQUENCY OF STRUCTURED REVIEWS AND RETENTION

I am very likely to continue working with my current organization over the next 12 months. (% Strongly agree + Agree)

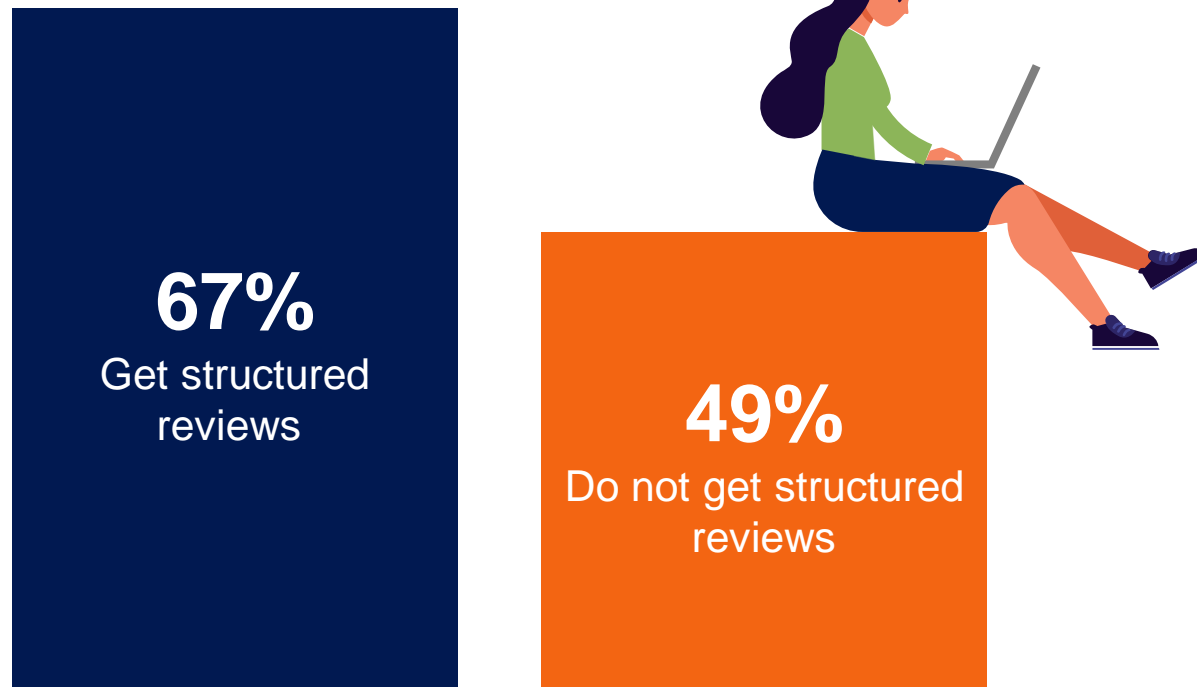


Regular performance reviews play a crucial role in boosting the retention of frontline staff in contact centers. Performing these reviews provides an opportunity for employees to receive feedback and recognize areas where improvement is needed.

Note: Figures indicate TTB%

STRUCTURED REVIEWS AND JOB SATISFACTION

Overall, I feel satisfied with my current job. (% Strongly agree + Agree)



There is a clear disparity in job satisfaction between staff who engage in regular one-on-one meetings and those who do not.

While having more frequent one-on-ones is preferable, even having them at all contributes to higher levels of job satisfaction.

Note: Figures indicate TTB%

STRUCTURED REVIEWS AND RETENTION

I am very likely to continue working with my current organization over the next 12 months. (% Strongly agree + Agree)



Having one-on-one sessions with the frontline has been shown to increase their inclination to stay with their current organization compared to those who do not receive such sessions. Spending time with staff members, actively listening to their concerns, and conducting performance reviews are effective strategies for retaining staff.

Note: Figures indicate TTB%

STRUCTURED REVIEWS AND COACHING

The coaching provided by my organization helps me excel at my job. (% Strongly agree + Agree)



Note: Figures indicate TTB%

TEAM LEADER RELATIONSHIPS

Receiving a structured review has a significant impact on the positive perception of staff towards their team leaders.



Note: Figures indicate TTB%



Our data suggests an increased retention among frontline staff is related to the one-on-one sessions, which allow team leaders to address technical questions more effectively.

Additionally, team leaders with specialized skills may be more inclined to have regular one-on-one meetings with their staff. However, it is worth noting that staff members who undergo performance reviews are more likely to have confidence in their team leaders' technical abilities, fairness in dealing with team members and their ability to provide support.

GROWTH AND DEVELOPMENT

A significant correlation exists between receiving well-structured reviews and fostering positive perceptions among staff regarding the opportunities provided by their organizations.

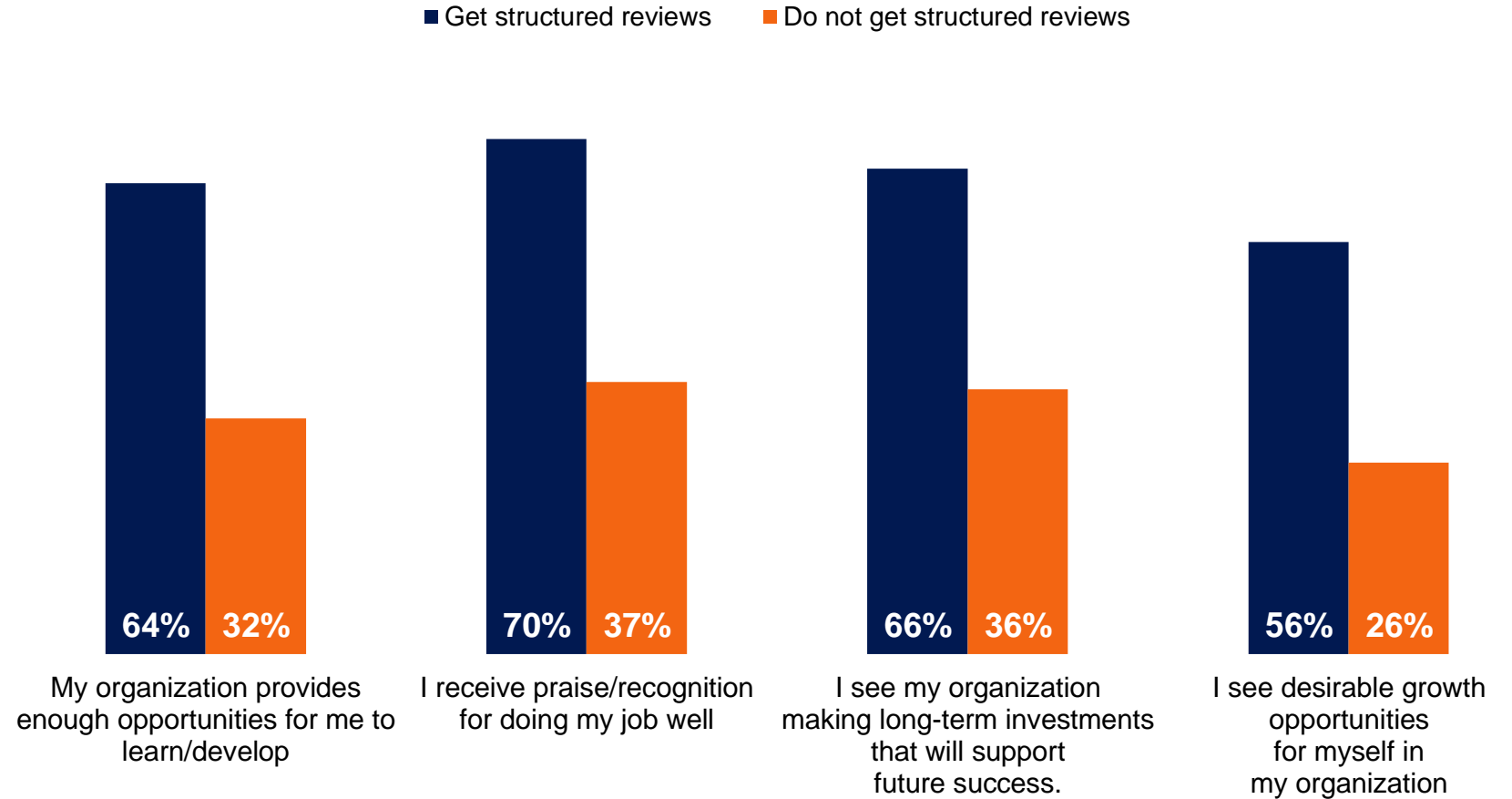
Getting regular and structured reviews can have a significant impact on how frontline staff perceive their organization's growth opportunities.

When employees receive consistent feedback on their performance and have a clear understanding of areas for improvement, they are more likely to feel invested in their personal development and growth within the company.

This can lead to a boost in morale, job satisfaction, and ultimately, a more productive workforce.



Note: Figures indicate TTB%



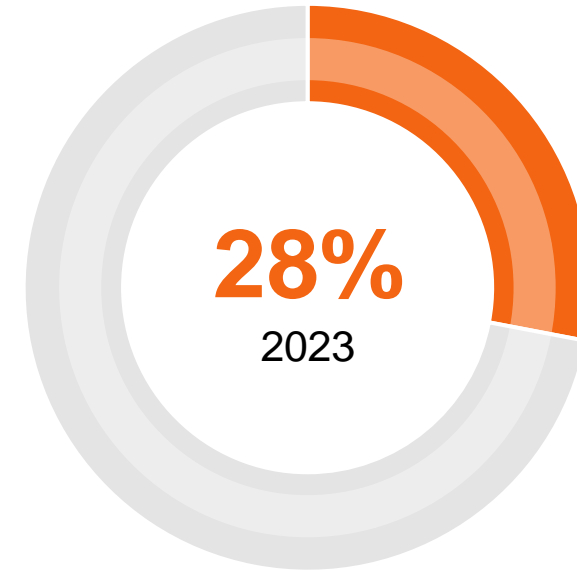
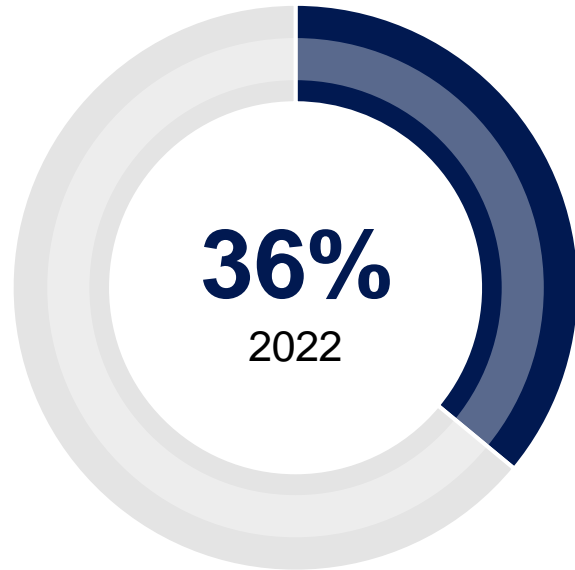
07. WORK-AT-HOME (WAH)

- Percentages
- Countries/Regions
- BPO vs. In-house Contact Centers
- Continuing WAH
- Job Satisfaction
- Retention
- Onboarding
- Commuting



PERCENTAGES

Percentage of frontline staff who said, "I normally work from home."

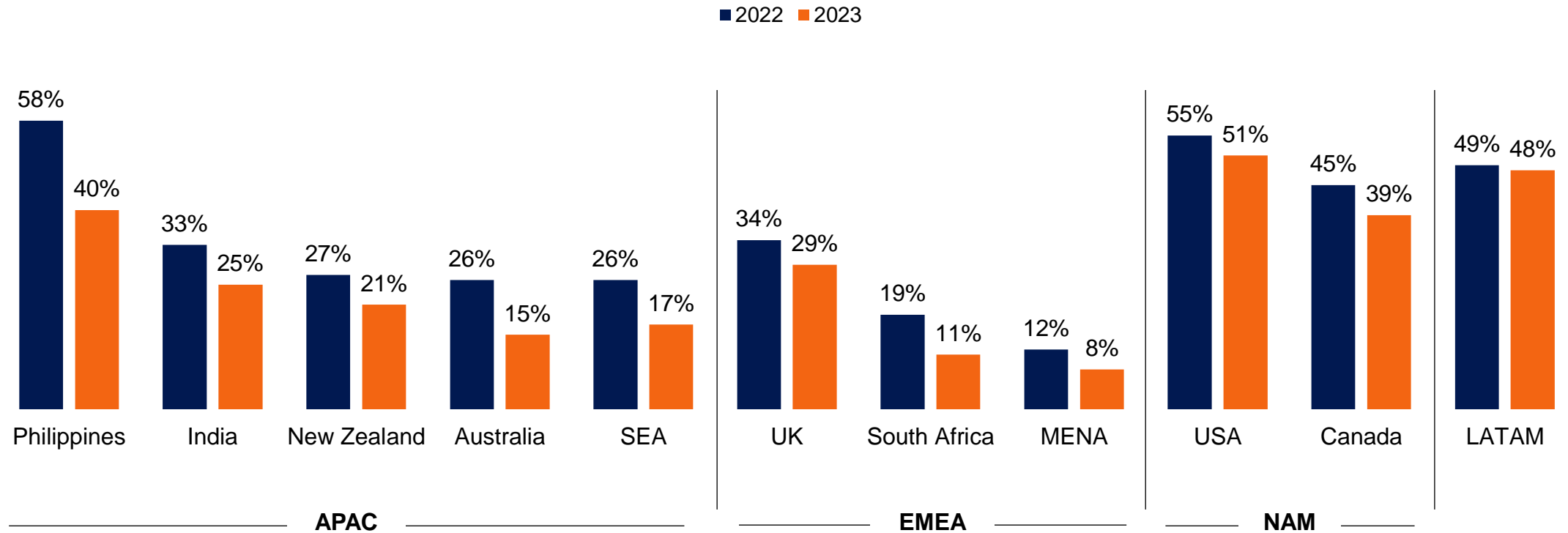


The percentage of contact center staff who work from home has seen a substantial drop from 2022 to 2023.



COUNTRY/REGION LEVEL PERCENTAGE

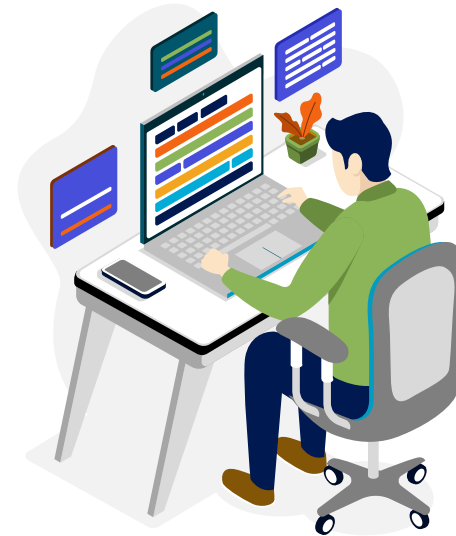
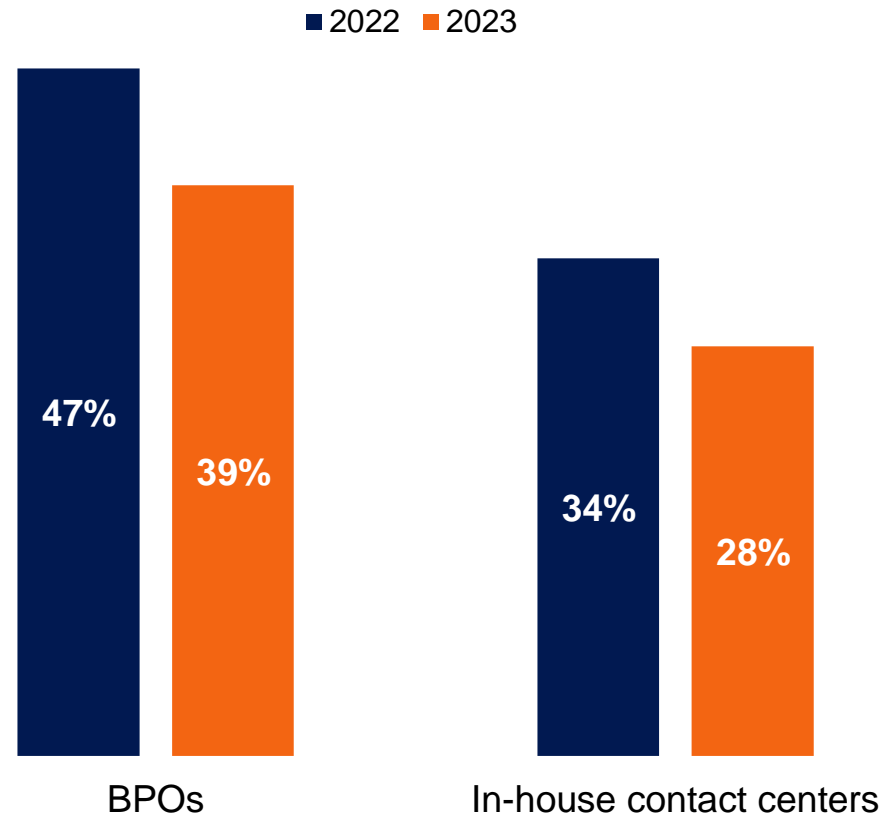
Percentage of frontline staff who said, "I normally work from home."



In every country and region, there was a decrease in the percentage of frontline staff working remotely when compared to 2022.

BPOs VS. IN-HOUSE CONTACT CENTERS

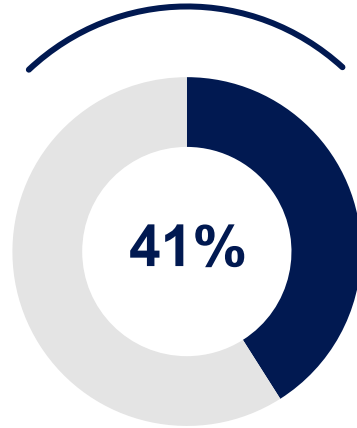
Percentage of frontline staff who said, "I normally work from home."



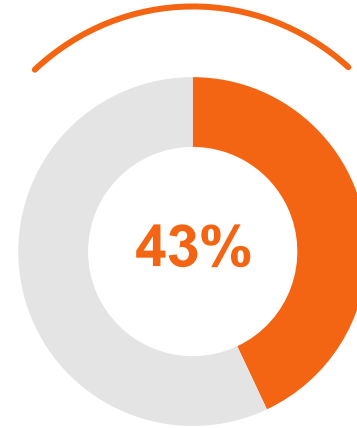
Despite the overall decrease in percentage of frontline staff working at home across various industries, BPOs still have a higher percentage of frontline staff working from home.

PREFERENCE FOR WORK-AT-HOME

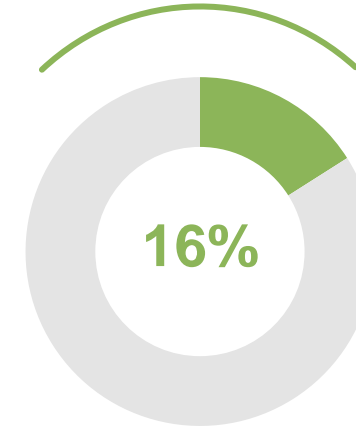
How many days a week do you want to work-at-home?



Want to WAH completely
(five days a week)



Want to WAH partially
(one to four days a week)

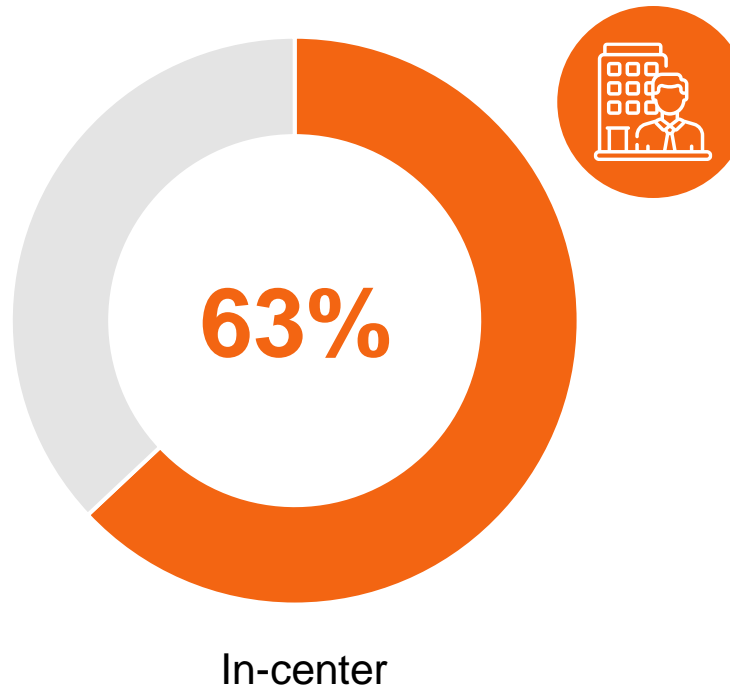
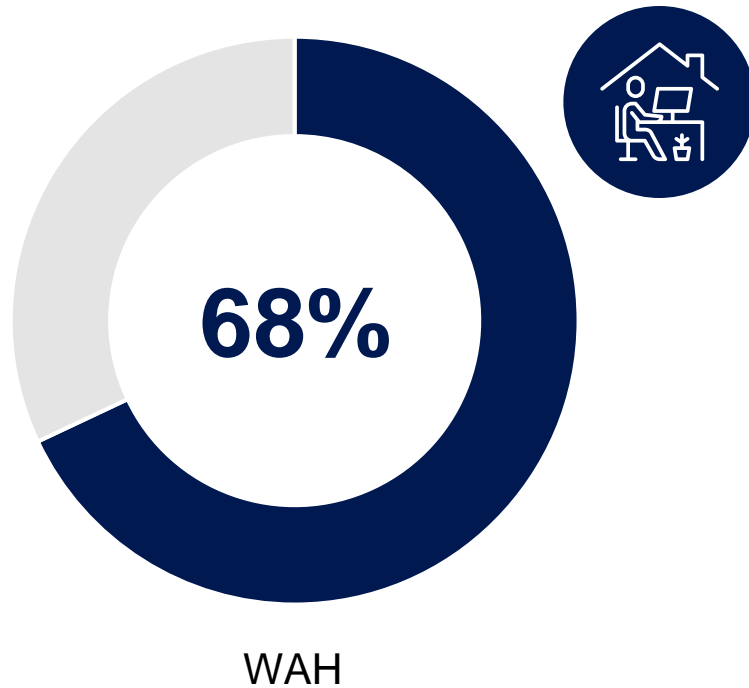


Want to work completely
in-center (five days a week)

Based on our most recent data, 84% of frontline staff express a desire to work from home, either partially or completely.

JOB SATISFACTION

Overall, I feel satisfied with my current job.



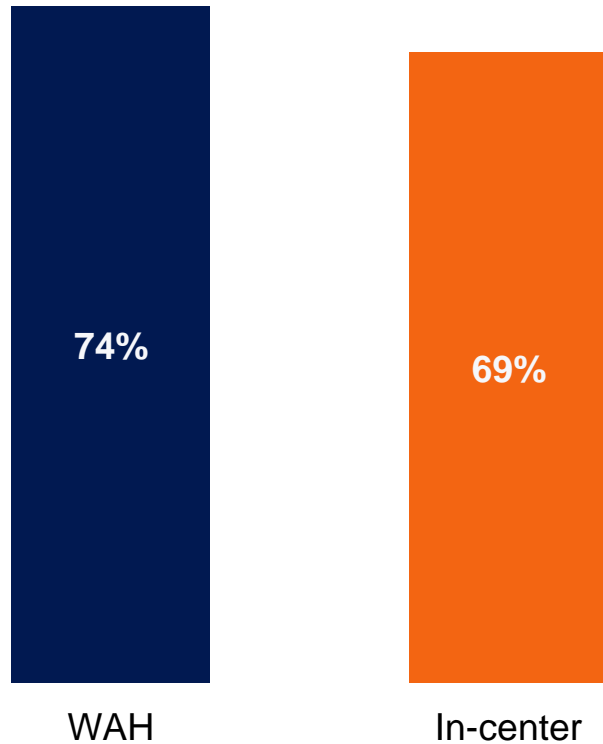
Remote work has led to a rise in job satisfaction among employees. In 2021 and 2022, those who worked from home reported higher job satisfaction compared to those who did not, and this pattern persists in 2023.

It remains to be seen whether job satisfaction for in-center staff will continue to decrease in the coming years.

Note: Figures indicate TTB%

RETENTION

I am very likely to continue working with my current organization over the next 12 months.

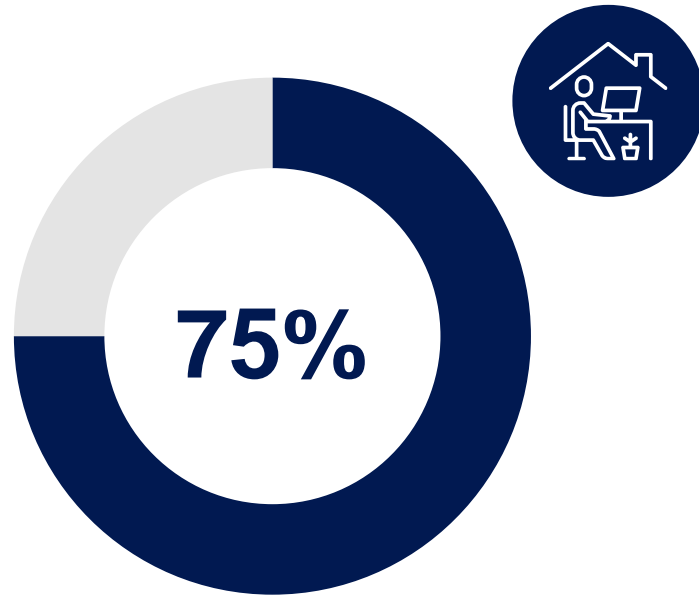


Employees who work-at-home are more likely to express their intention to stay with their organizations in the upcoming 12 months. This can be attributed to increased job satisfaction and reduced associated expenses like travel.

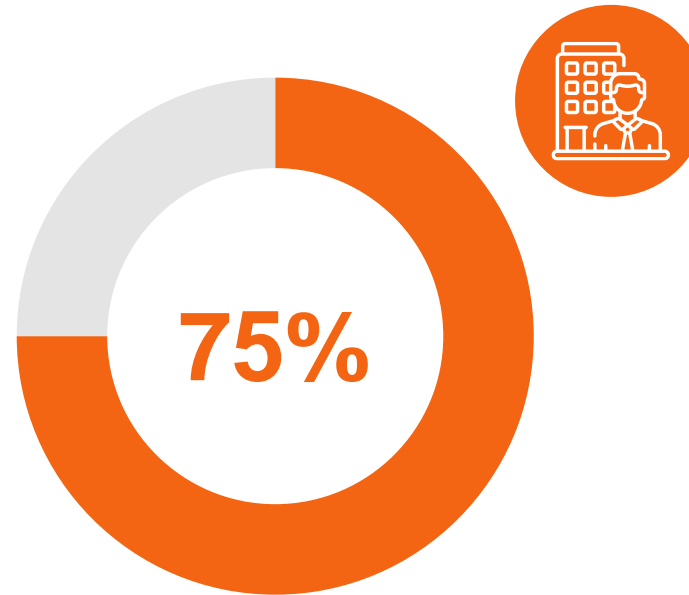
Note: Figures indicate TTB%

ONBOARDING - RECRUITING


The recruitment team accurately described the job.



WAH



In-center



Both work-at-home and in-center staff have an equal likelihood of stating that the job description provided by the recruitment team was accurate.


Note: Figures indicate TTb%

ONBOARDING - TRAINING

The training my organization provided for my current job equipped me to succeed.



Note: Figures indicate TTB%

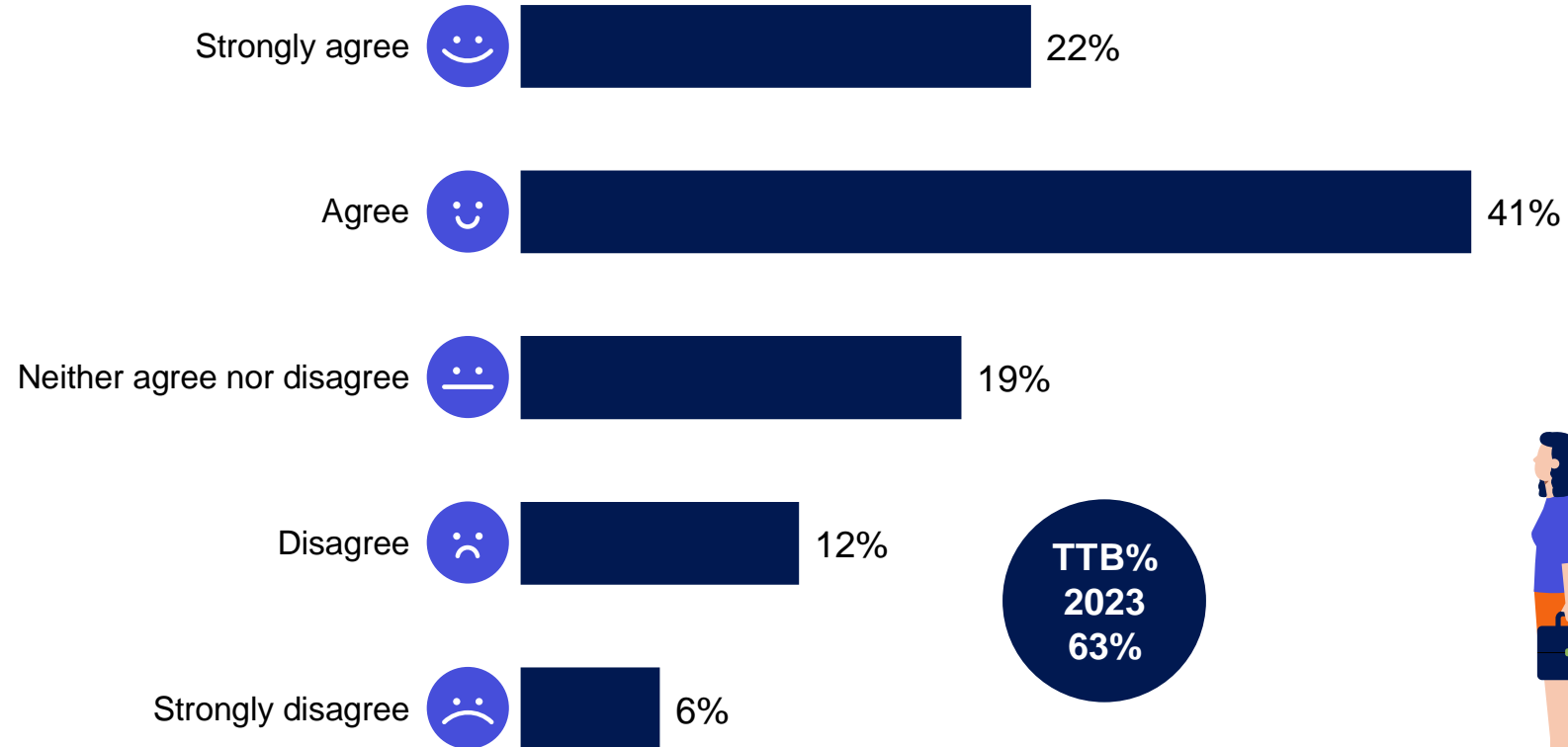


There is no substantial difference in the quality of training for staff members who work-at-home compared to those who work in-center.

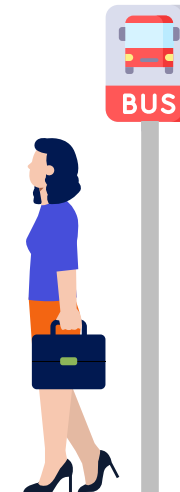
Both groups of respondents, however, indicate the need for improvement in the training.

IN-CENTER FRONTLINE STAFF – COMMUTE TO WORK

My commute to work is easy.



TTB%
2023
63%



63% of the in-center staff members find travelling to be easy, suggesting that a considerable percentage of frontline staff find the commute to be an uncomfortable part of their working day.



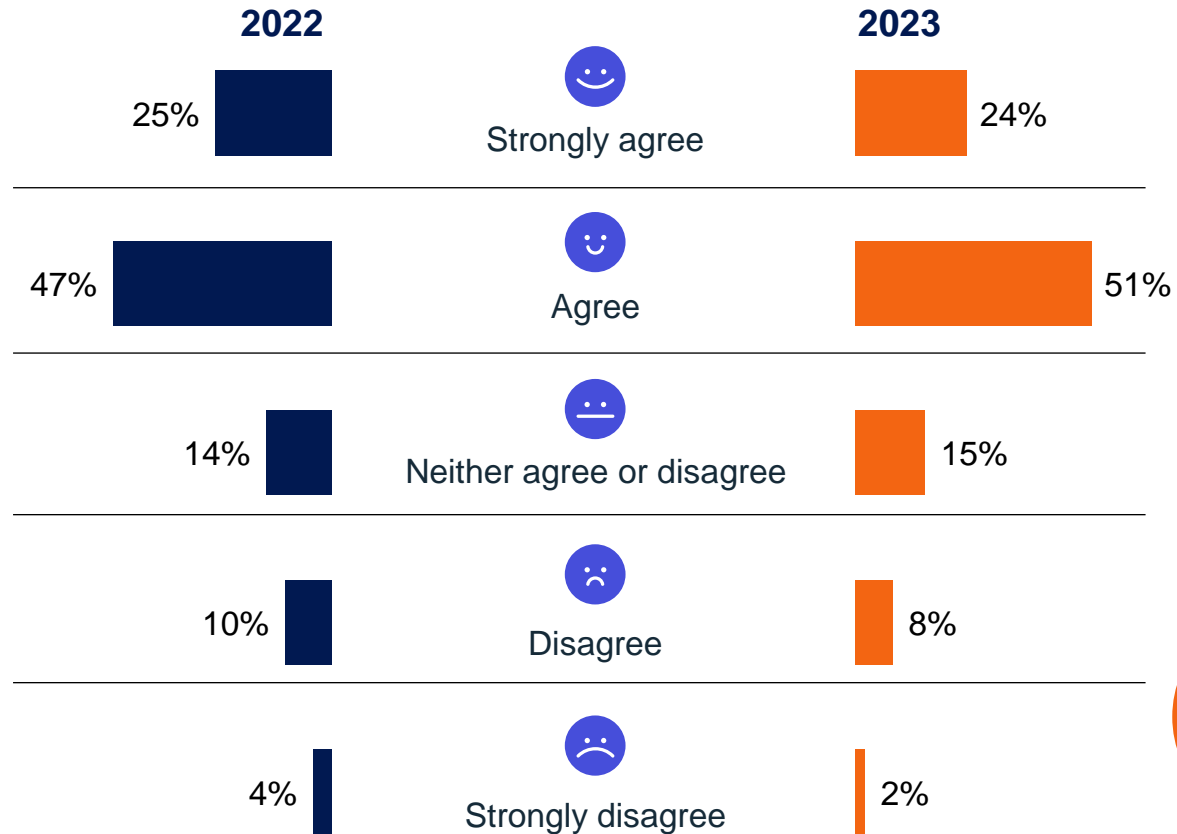
08. TOOLS AND RESOURCES

- Performance
- Satisfaction with Tools and Resources



TOOLS AND RESOURCES

I have the right resources to do my job well.



Organizations offer resources to facilitate staff in carrying out their duties. These resources may consist of software platforms and hardware such as headsets, telephones and computers.

Currently, 75% of frontline staff members agree they have the appropriate resources to perform their job effectively. This is comparable to 2022 levels.

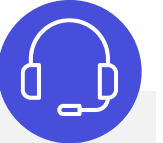
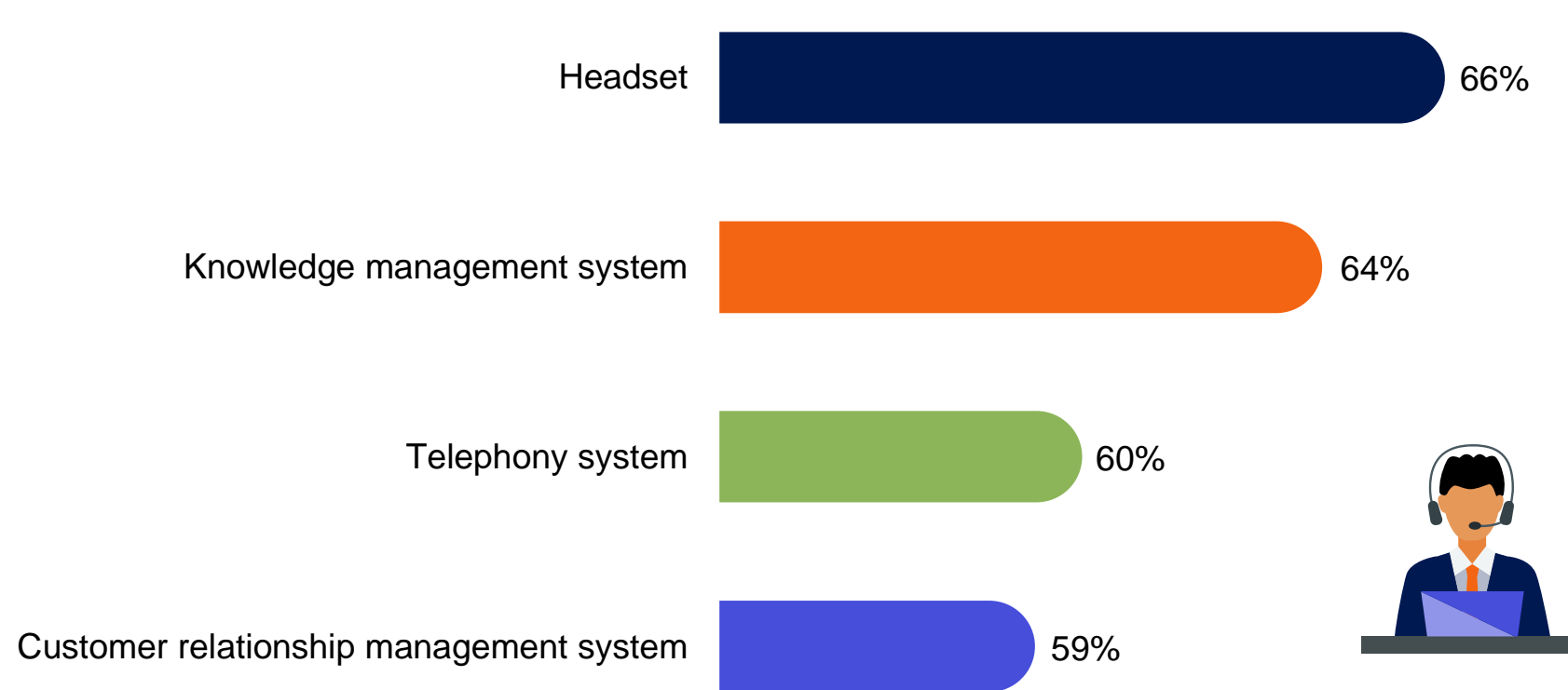


TTB%
2022
72%

TTB%
2023
75%

TOOLS AND RESOURCES

Satisfaction with technologies/platforms that frontline staff use.



Headsets, regarded as one of the most crucial resources for those supporting call-based customer care operations, have garnered higher satisfaction ratings among frontline staff, closely followed by knowledge management systems.

09. COMPENSATION

- Countries/Regions
- Tenure



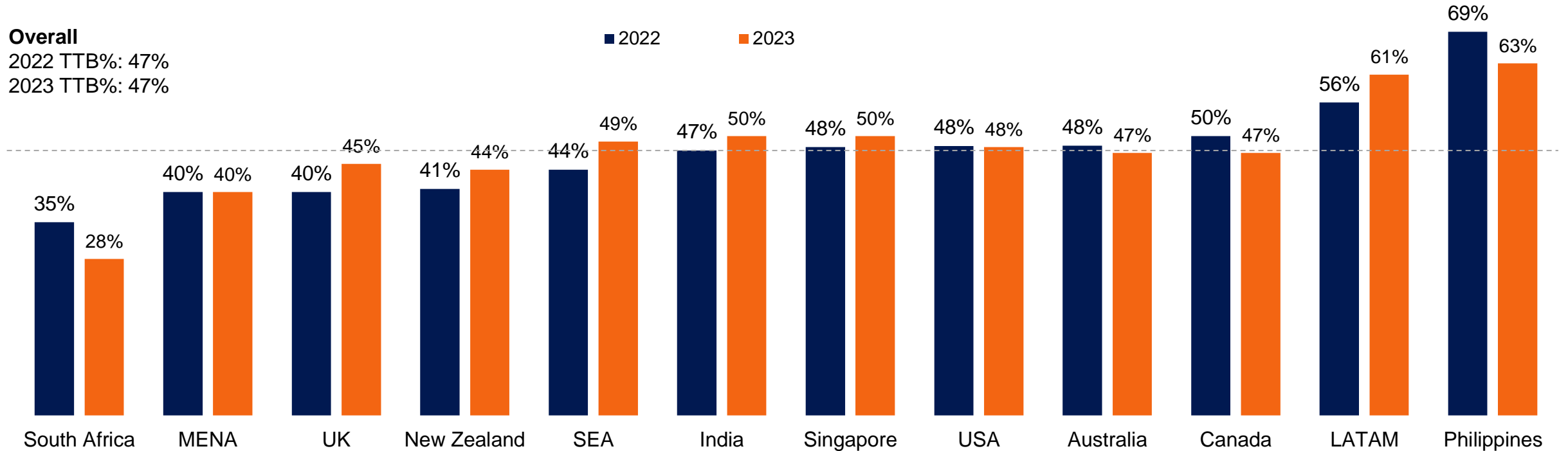
COUNTRIES/REGIONS

I am paid fairly for the work that I do.

Overall

2022 TTB%: 47%

2023 TTB%: 47%

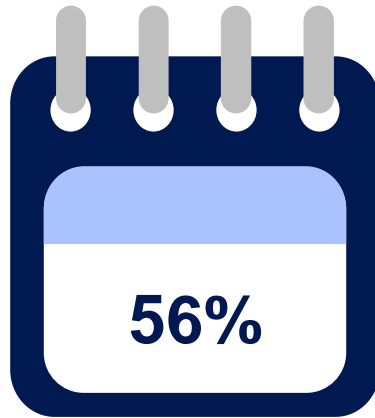


When it comes to measuring satisfaction with pay, it can be quite challenging. That's why our study aimed to determine whether frontline staff felt they were being compensated fairly for their work. Interestingly, the results showed that the staff in the Philippines expressed the highest level of agreement regarding the pay being fair. On the other hand, staff in South Africa, MENA, and the UK gave the lowest scores for this aspect.

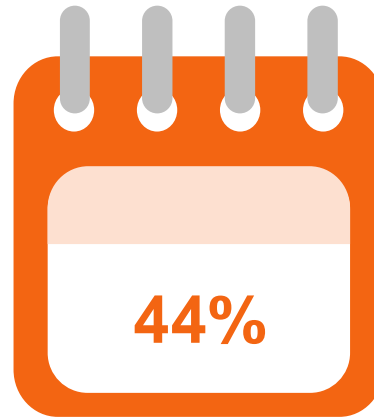
Note: Figures indicate TTB%

TENURE


I am paid fairly for the work that I do.



0-12 months



More than one year



As staff members stay in their roles for longer durations, their job satisfaction tends to decrease, and their agreement on fair compensation for their work also decreases.

Note: Figures indicate TTB%

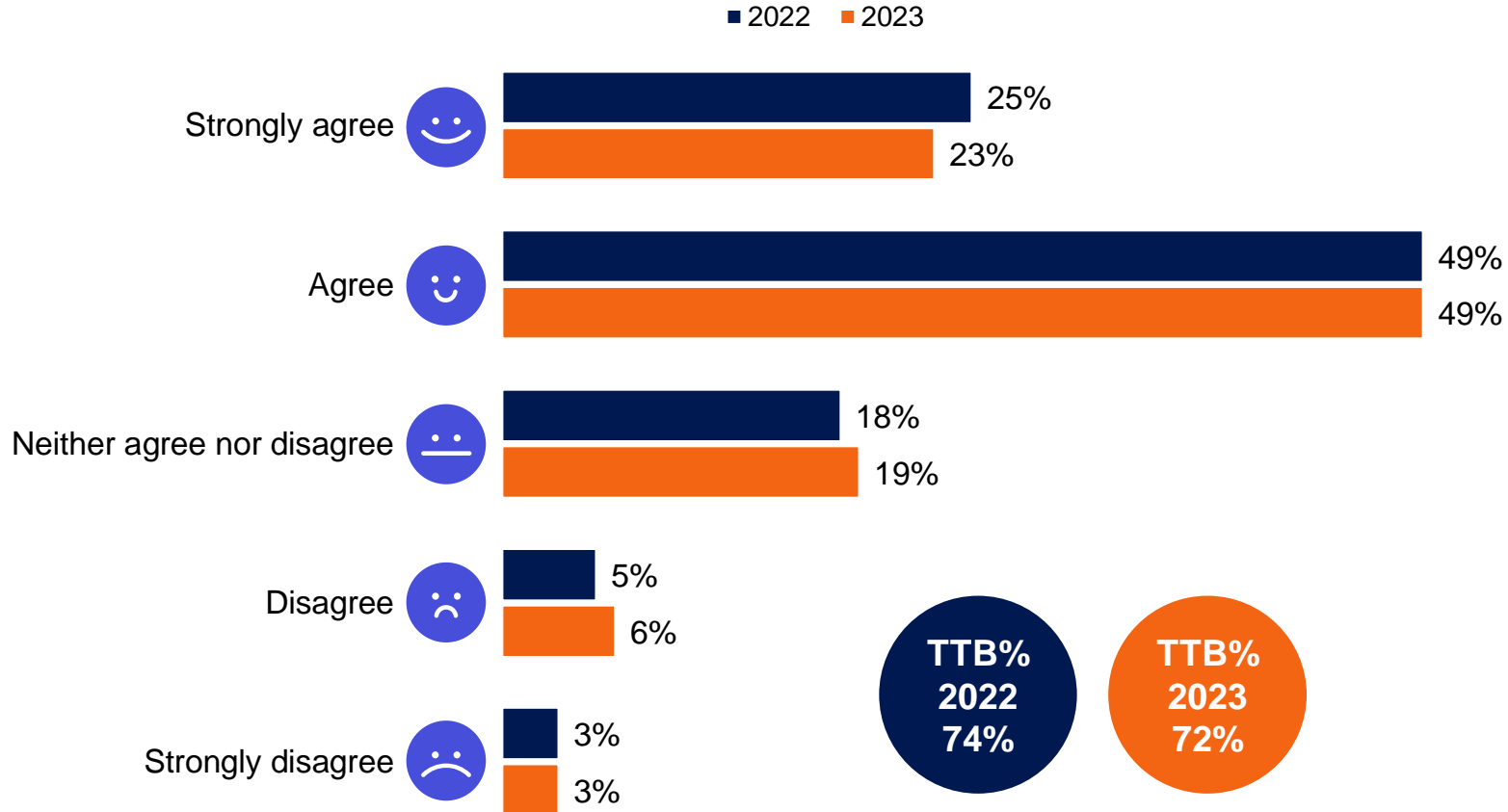
10. NON-FRONTLINE STAFF

- Job Satisfaction
- Retention
- Tenure

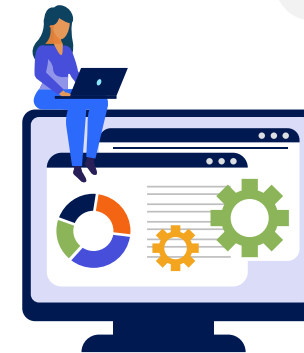


JOB SATISFACTION

Overall, I feel satisfied with my current job.

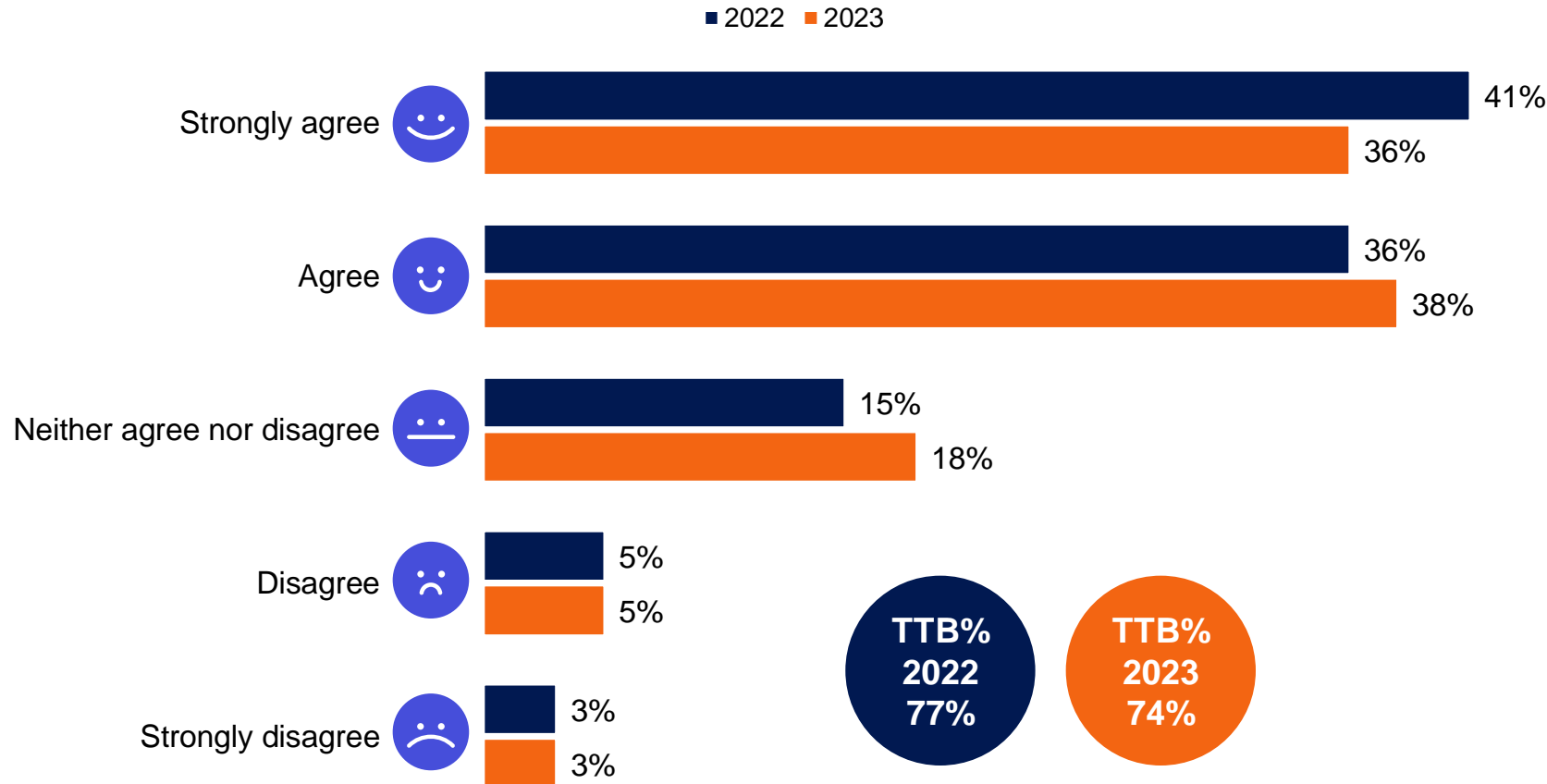


According to data collected from nearly 1,000+ non-frontline staff, job satisfaction has remained similar to the past year.



RETENTION

I am very likely to continue working with my current organization over the next 12 months.

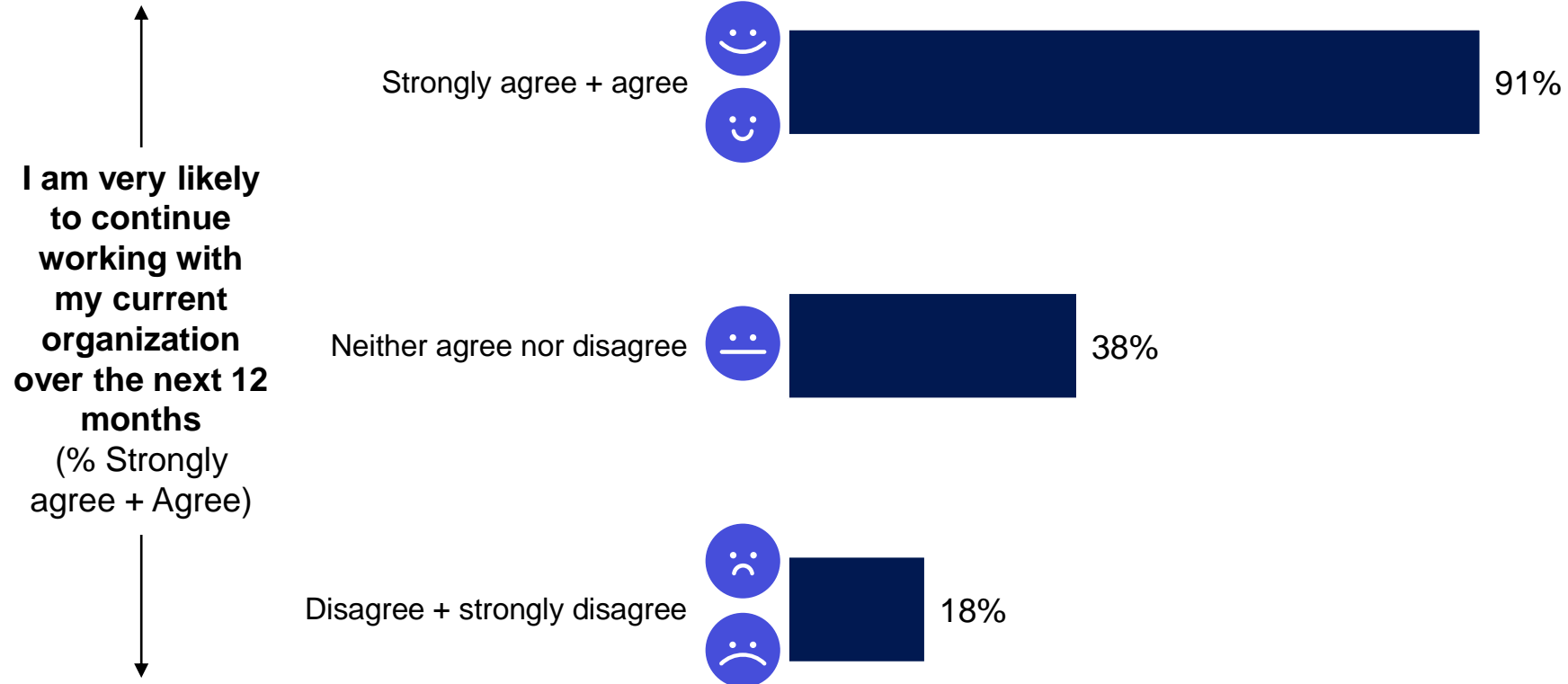



According to our survey data collected from nearly 1,000+ non-frontline staff, the likelihood of continuing with the same organization over the next 12 months has remained comparable with the past year.



JOB SATISFACTION AND RETENTION

Overall, I feel satisfied with my current job.

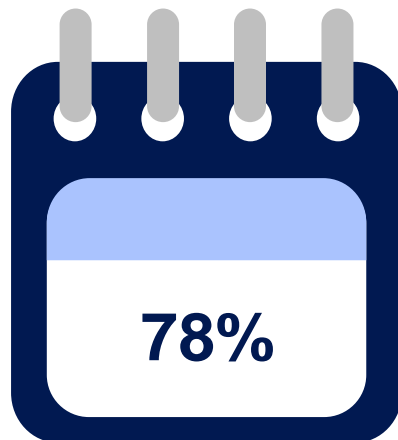



Job satisfaction in these positions has a considerable impact on non-frontline staff retention.

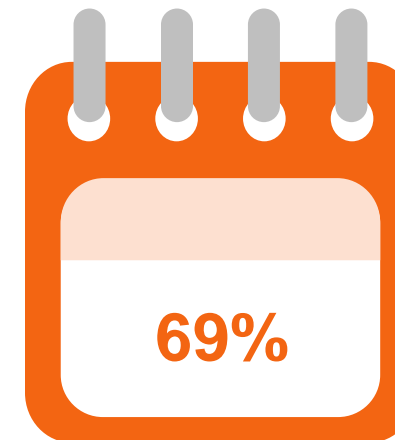
Non-frontline staff who are content with their current jobs are nearly 5x more likely to stay with their current organizations compared to those who are not.

JOB SATISFACTION AND TENURE

Job satisfaction decreases with tenure.



0-12 months



More than one year

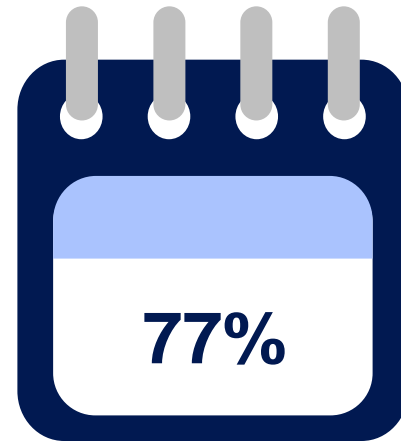
While job satisfaction is generally higher among this cohort compared to frontline staff, it is worth noting that there is still a gradual decline in job satisfaction over time for those who choose to remain in their current position.

Note: Figures indicate TTB%

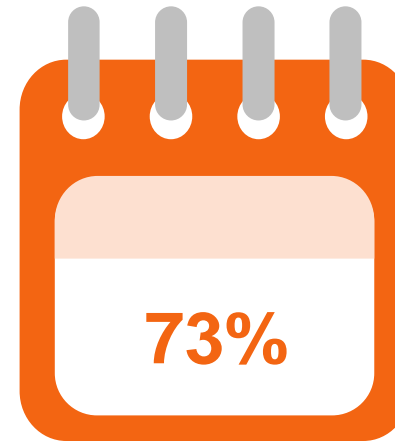
RETENTION AND TENURE

The likelihood to continue decreases with tenure.

Non-frontline staff who have been in a particular role for an extended period, such as managers, team leaders, and other support staff, are generally more prone to seeking new job opportunities.



0-12 months



More than one year



Note: Figures indicate TTB%

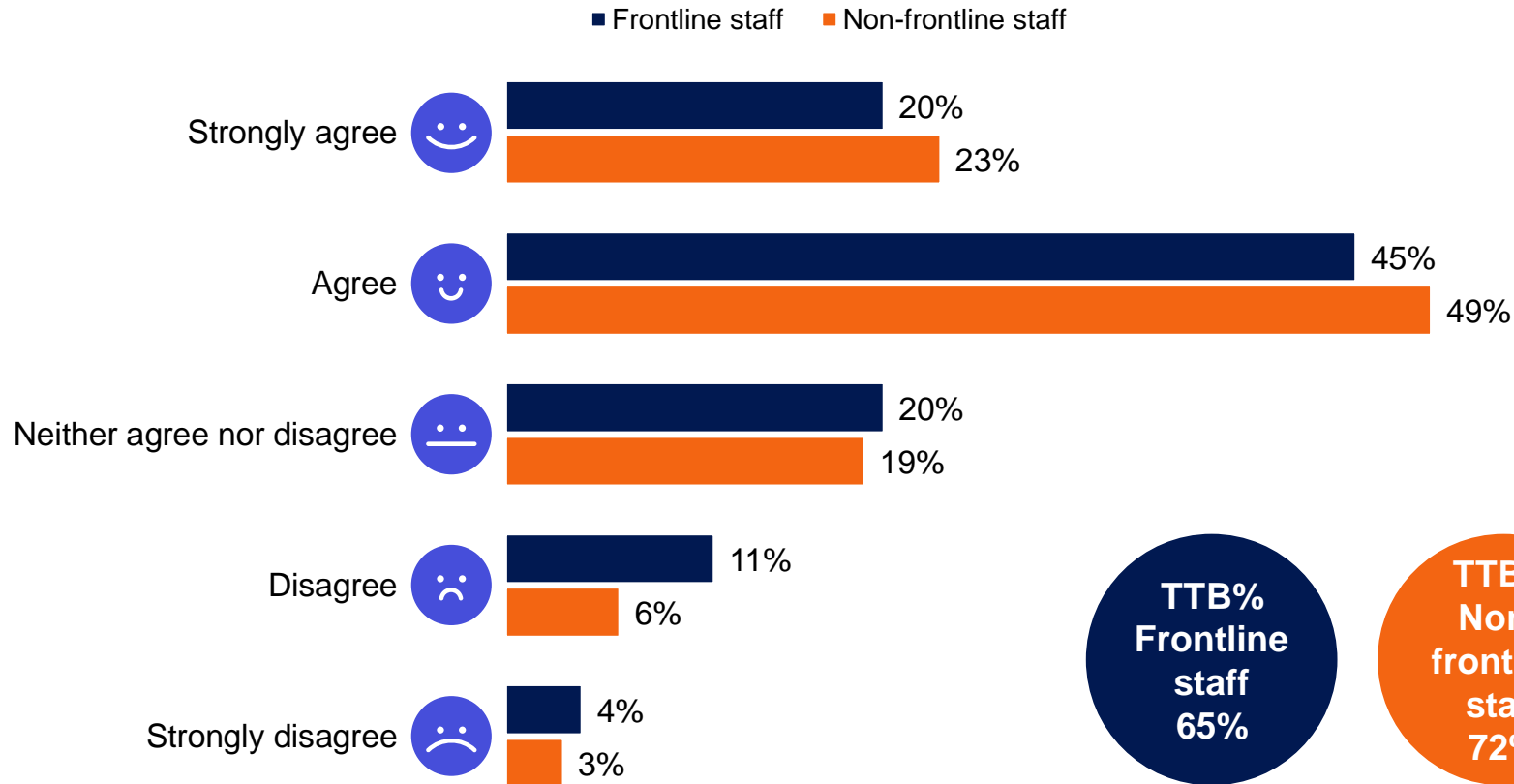
11. FRONTLINE VS. NON-FRONTLINE STAFF

- Job Satisfaction
- Retention
- Compensation



JOB SATISFACTION

Overall, I feel satisfied with my current job.

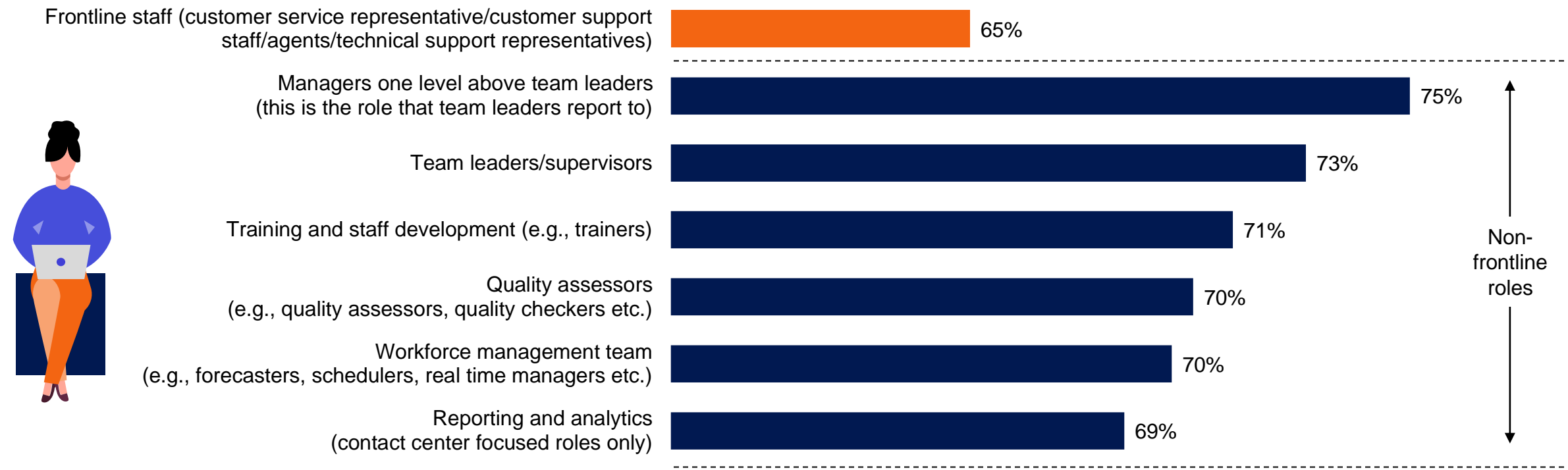


Non-frontline staff exhibit notably higher job satisfaction compared to frontline staff. This elevated job satisfaction might stem from additional responsibilities, increased autonomy, higher compensation and elevated job status.



JOB SATISFACTION ACROSS ROLES

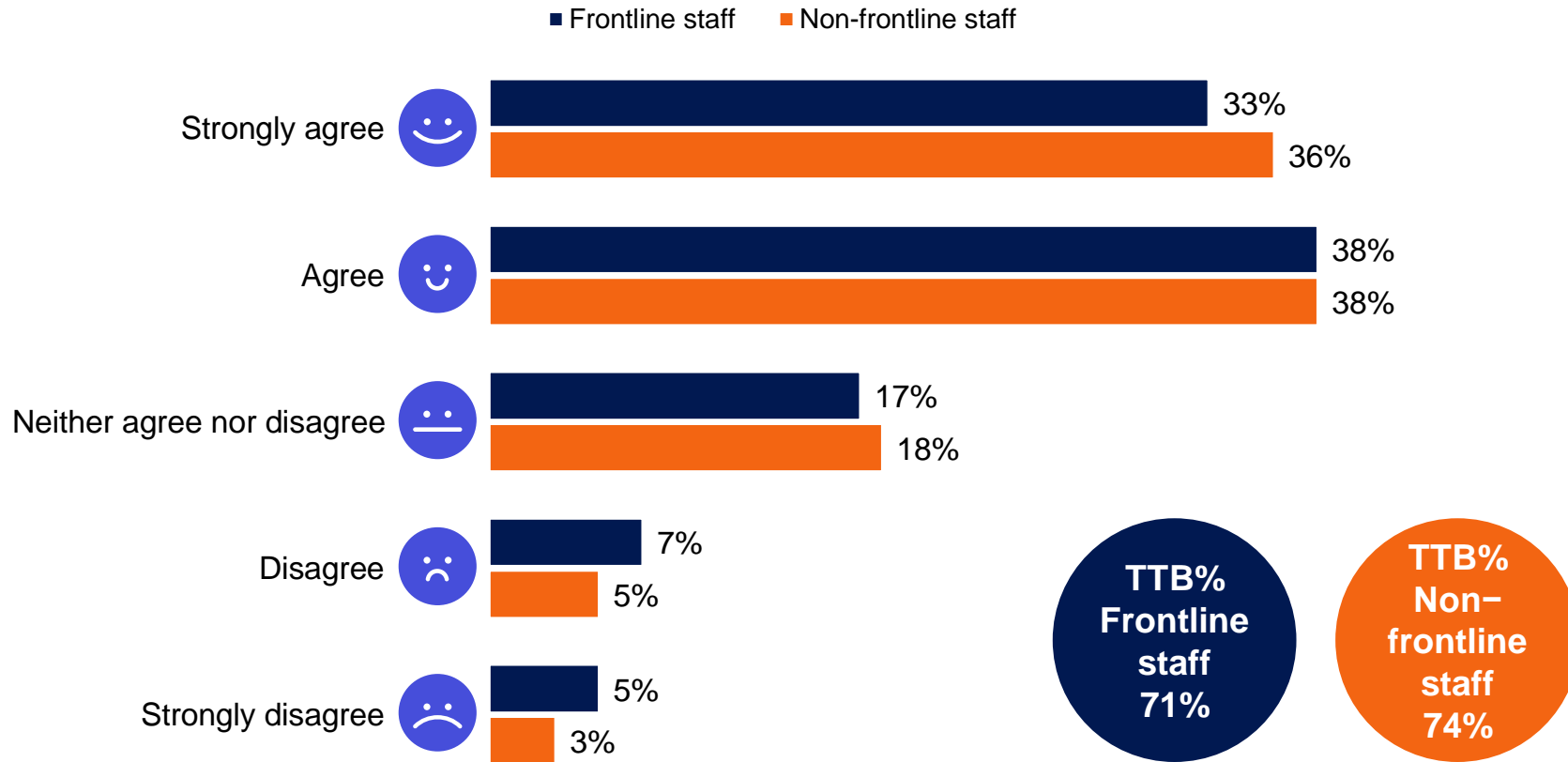
Overall, I feel satisfied with my current job.



The groups that experience the highest levels of satisfaction are those individuals who hold positions of people management responsibility, such as managers and team leaders. Conversely, frontline staff exhibit the least job satisfaction. This observation held true in 2022 as well.

RETENTION

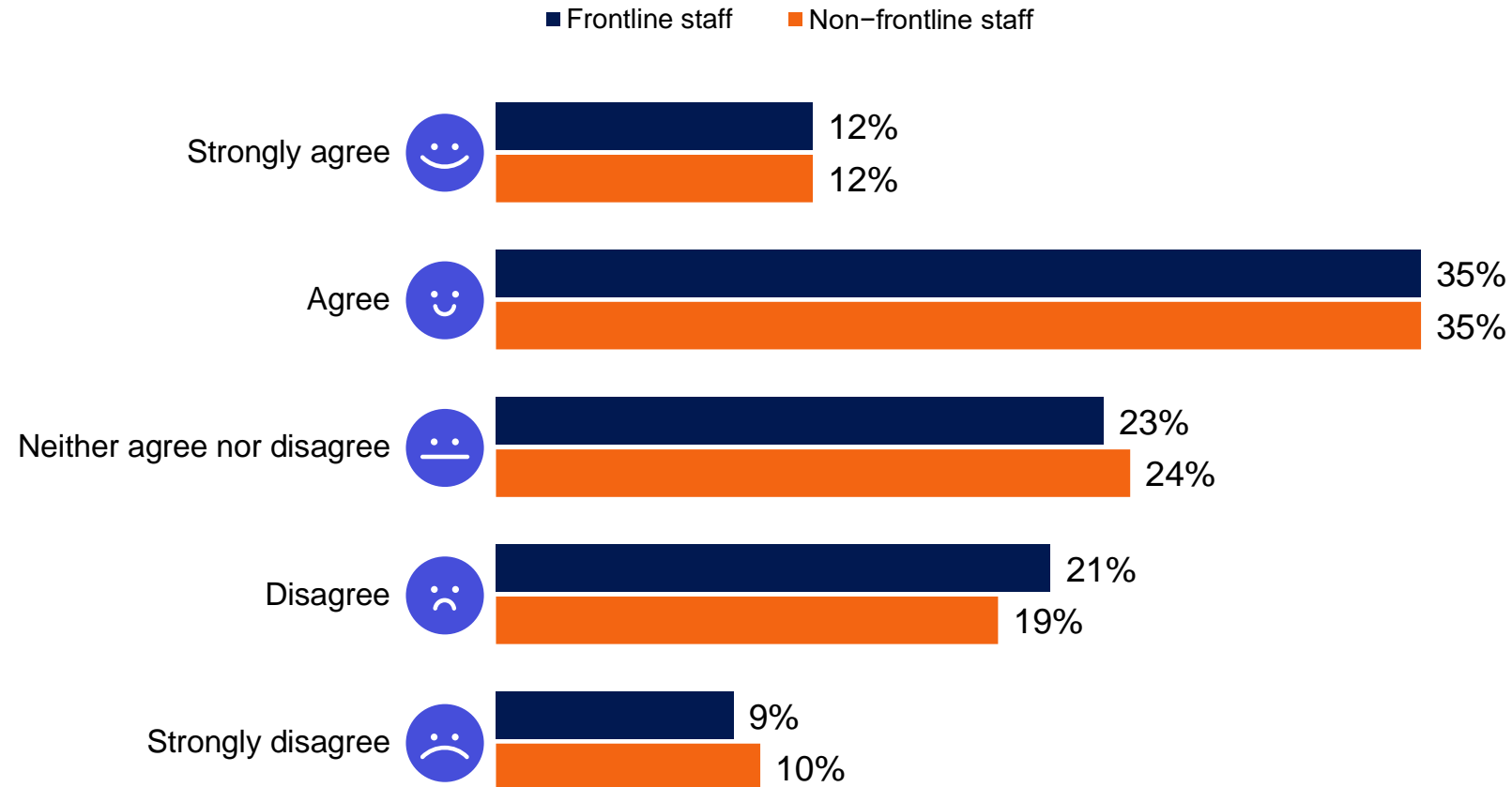
I am very likely to continue working with my current organization over the next 12 months.



Employees in non-frontline positions tend to have a slightly higher likelihood of staying with their organization.

COMPENSATION

I am paid fairly for the work that I do.



TTB%
Frontline
staff
47%

TTB%
Non-
frontline
staff
47%



The percentage of support staff/management and frontline staff who believe they are paid fairly is the same. Only 47% of respondents in both groups reported feeling fairly compensated for their work. This percentage has remained unchanged compared to 2022.

12. RESPONDENT PROFILE

- Geographic Coverage
- Target Respondents
- Sample Size
- Demographic Breakdown: Frontline Staff



GEOGRAPHIC COVERAGE

Respondent profile

19 countries:

Asia Pacific (APAC):

- Australia
- India
- New Zealand
- Philippines
- SEA (Malaysia and Singapore)

Europe, Middle East and Africa (EMEA):

- MENA (Egypt, Morocco, Tunisia and UAE)
- South Africa
- UK

North America (NAM):

- Canada
- USA

Latin America (LATAM):

- Argentina, Brazil, Colombia, Costa Rica and Mexico



Target respondents

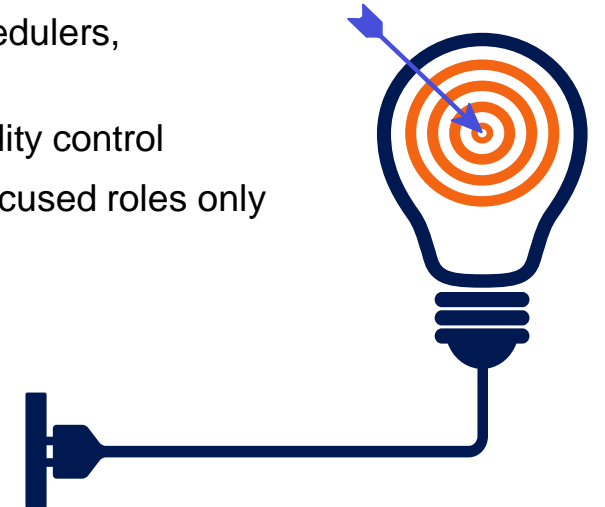
Current staff at BPOs and in-house contact centers:

Frontline staff:

- Customer service representatives
- Customer service support agents
- Technical support representatives

Non-frontline roles:

- Workforce Management: forecasters, schedulers, real-time managers
- Quality Assurance: quality assessors, quality control
- Reporting and Analytics: contact center-focused roles only
- Training and Staff Development
- Team Leaders
- Supervisors and Managers



SAMPLE SIZE

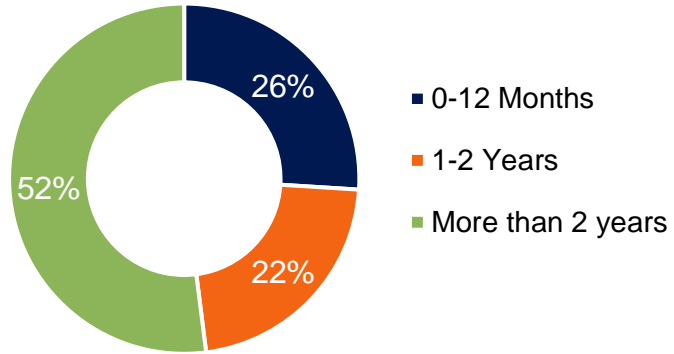
Country/Region	Frontline	Non-frontline
APAC		
• Australia	1,042	144
• India	438	283
• New Zealand	460	35
• Philippines	454	172
• SEA (Malaysia and Singapore)	154	40
EMEA		
• MENA (Egypt, Morocco, Tunisia and UAE)	356	101
• South Africa	552	104
• UK	988	157
NAM		
• Canada	799	127
• USA	661	110
LATAM		
• Argentina, Brazil, Colombia, Costa Rica and Mexico	299	100



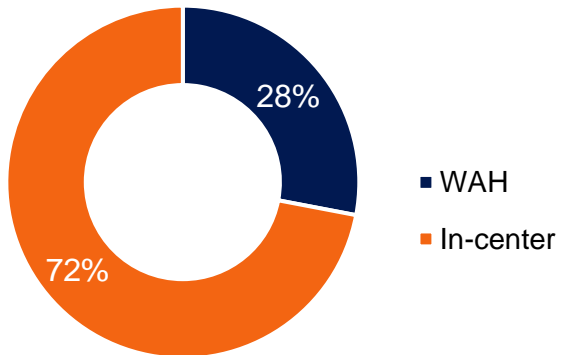


DEMOGRAPHIC BREAKDOWN (FRONTLINE STAFF)

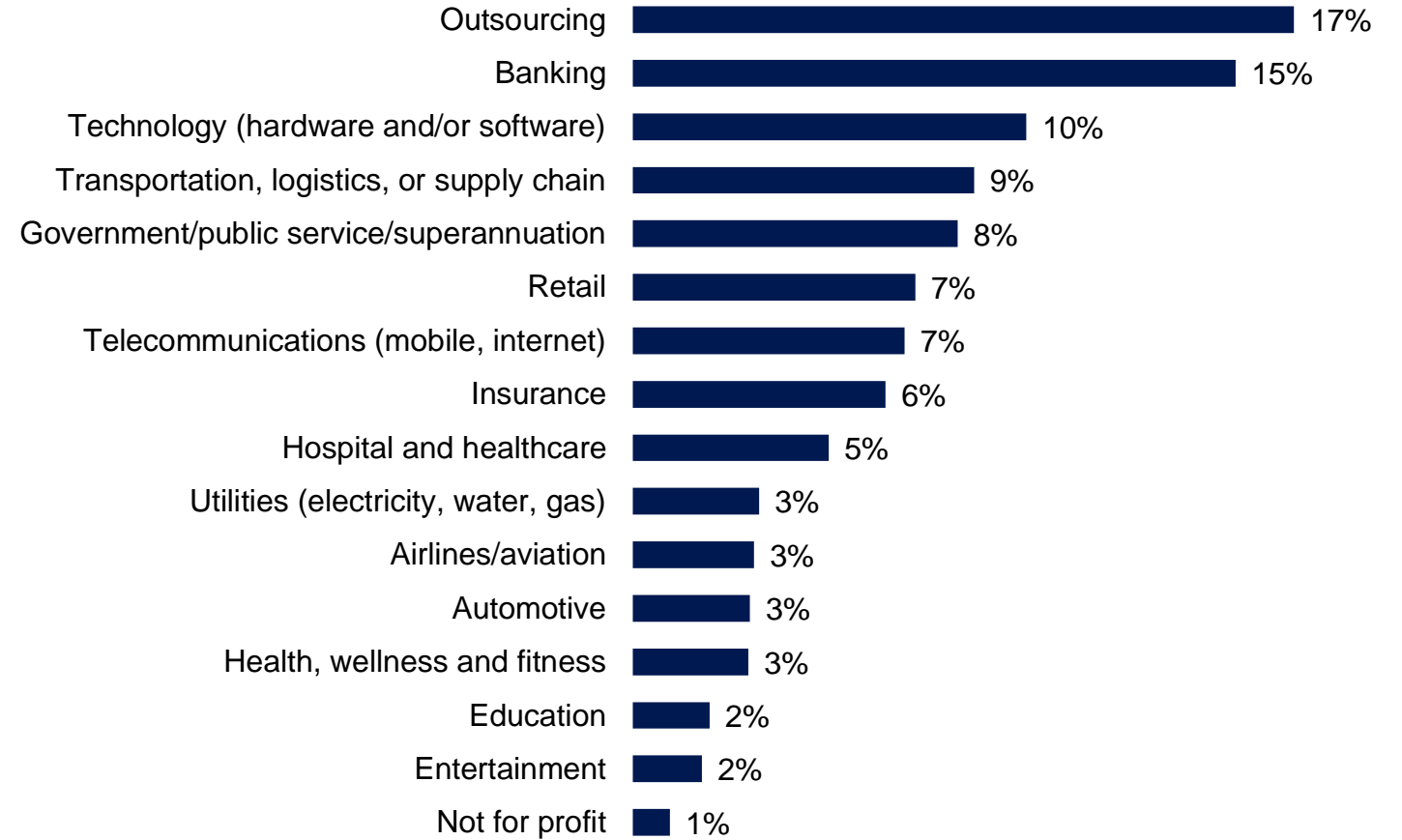
Tenure



WAH vs. In-center



Industries



13. RESEARCH METHODOLOGY



RESEARCH METHODOLOGY



01

- Structured quantitative questionnaires were used to collect input from contact center staff.
- Questionnaires were translated into the following languages – Arabic, Spanish and Portuguese.



02

- COPC Inc. recruited respondents from COPC Inc.'s 'Contact Center Staff Panels' for both frontline and non-frontline roles.
- COPC Inc. invited people to take the survey via email.
- Reminders were sent twice a month to target respondents.



03

- The surveys were live from November 06, 2022, to April 30, 2023.
- More than 6,000 frontline staff and 1,000 non-frontline staff participated in the survey.



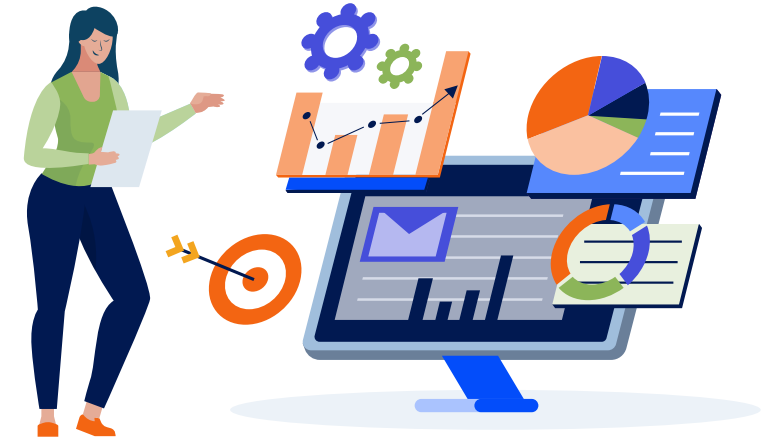
WHO WE ARE



WHO WE ARE

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement.

Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S., with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan. www.copc.com.





THANK YOU

