COPC®

Global
# Employee Engagement Research Report

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PREFACE

A few years ago, we wanted to find out how contact center staff worldwide feel about their jobs and what drives employee job satisfaction. We also wanted to know whether there were differences between countries. To answer these questions, we launched an employee engagement research project. Our goal is to provide CX leaders with the most comprehensive and in-depth insights for organizations to incorporate into broader strategies.

We surveyed nearly 6,000 employees across industries at business processing outsourcing (BPO) organizations and in-house contact centers, including work-at-home staff. Data suggests that effective engagement strategies lead to higher performance, increased productivity, retention and bottom-line growth. However, the industry struggles to adapt and find new ways of engaging employees, especially in hybrid and remote work environments.

We've found that continuous training and development programs that begin during the onboarding process drive employee job satisfaction. Leaders will reap the rewards of increased productivity and retention by taking sincere interest and helping employees navigate success.

Let's not forget that fair pay is critical to job satisfaction. Staff can more readily engage with work when they are not distracted by economic hardship. Consequently, employers that pay fairly will have higher engagement and retention, cutting down on recruiting and training costs.

We trust that you will find the data both insightful and valuable.

Agreement scale example:

Overall, I feel satisfied with my current job.

There are two measurements of performance:

There are two measurements of performance:

1	**2**	**3**	**4**	**5**
Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree

1. Disagreement or Bottom Box: % of respondents rating one

2. Agreement or Top Two Box (TTB): % of respondents rated four or five

02. Overall Performance

JOB SATISFACTION

STAFF RETENTION

COUNTRIES

TENURE

BPO vs IN-HOUSE

INDUSTRY

JOB SATISFACTION

Overall, I feel satisfied with my current job.

	2021		2022
	19%	🙂 Strongly agree	19%
	45%	🙂 Agree	44%
	21%	😐 Neither agree or disagree	20%
	11%	🙁 Disagree	12%
	4%	☹️ Strongly disagree	5%
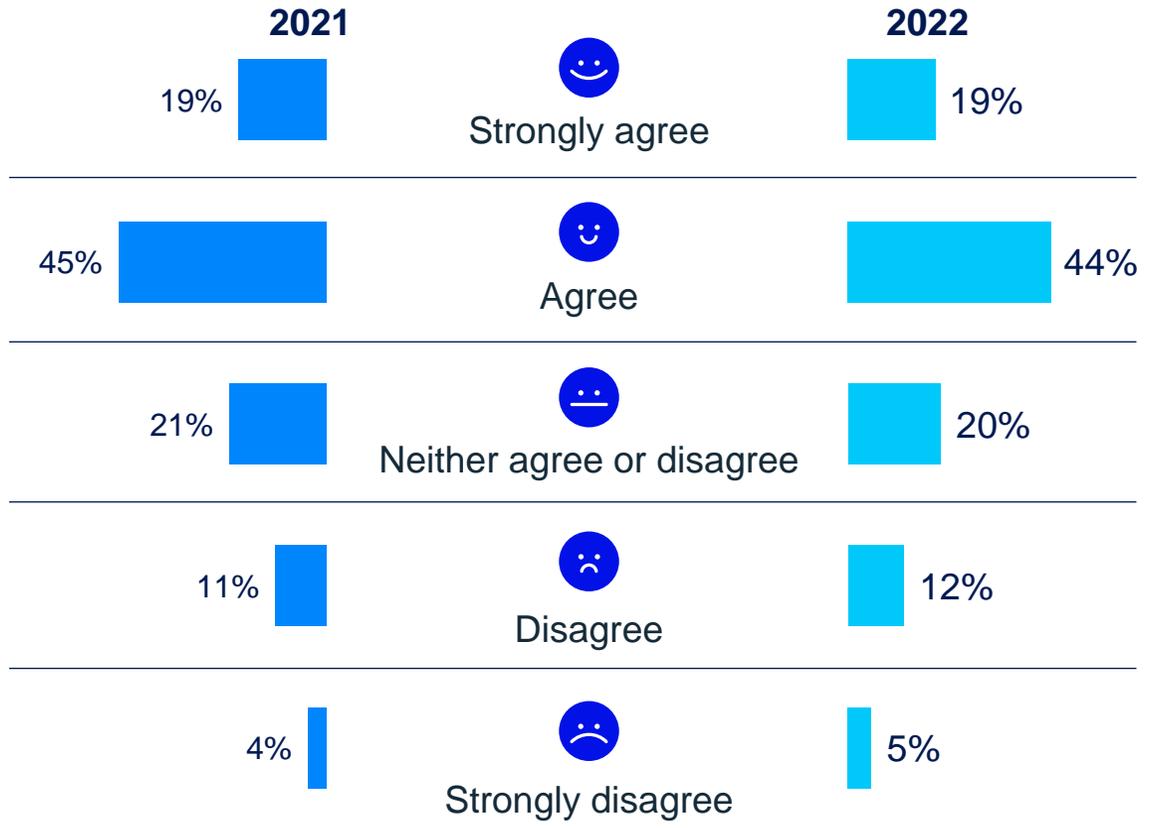
TTB% 2021 64%

TTB% 2022 63%

- With only 63% of frontline staff agreeing that they are satisfied with their jobs, there is significant room for improving job satisfaction in contact centers globally.

- Overall job satisfaction has remained stable from 2021 to 2022.

# STAFF RETENTION

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

■ 2021 ■ 2022

Strongly agree
- 34%
- 32%

Agree
- 37%
- 35%

Neither agree nor disagree
- 19%
- 19%

Disagree
- 7%
- 8%

Strongly disagree
- 4%
- 6%

TTB%
2021
71%

TTB%
2022
67%
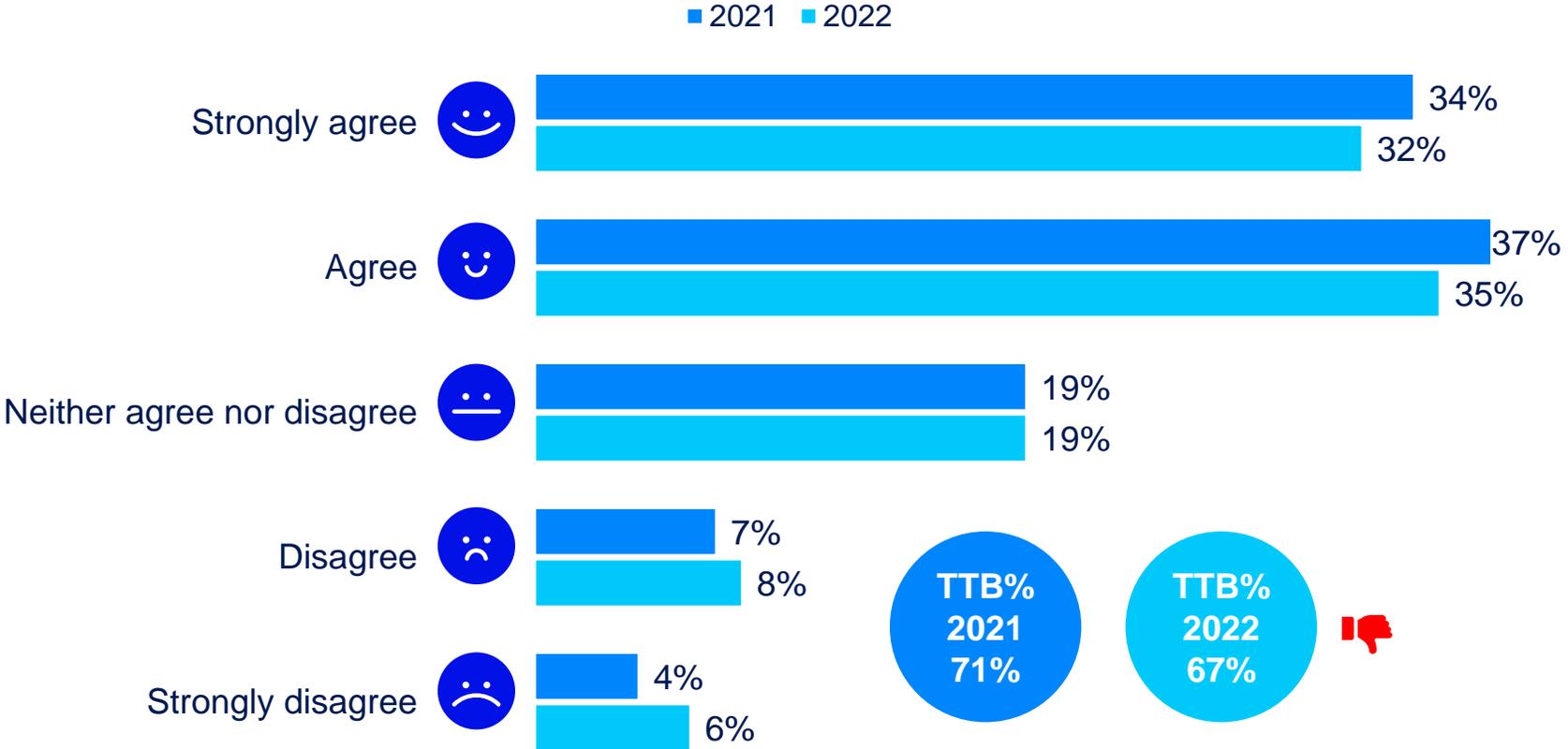
- Data indicates that about two-thirds of contact center frontline staff worldwide want to remain with their current organization for at least the next year.

- There is a TTB% reduction from 71% in 2021 to 67% in 2022.

Scores are significantly lower than 2021

JOB SATISFACTION & RETENTION

Overall, I feel satisfied with my current job.

Strongly agree + Agree — 88%

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

Neither agree nor disagree — 44%

Disagree + Strongly agree — 17%

Note: Figures indicate TTB%
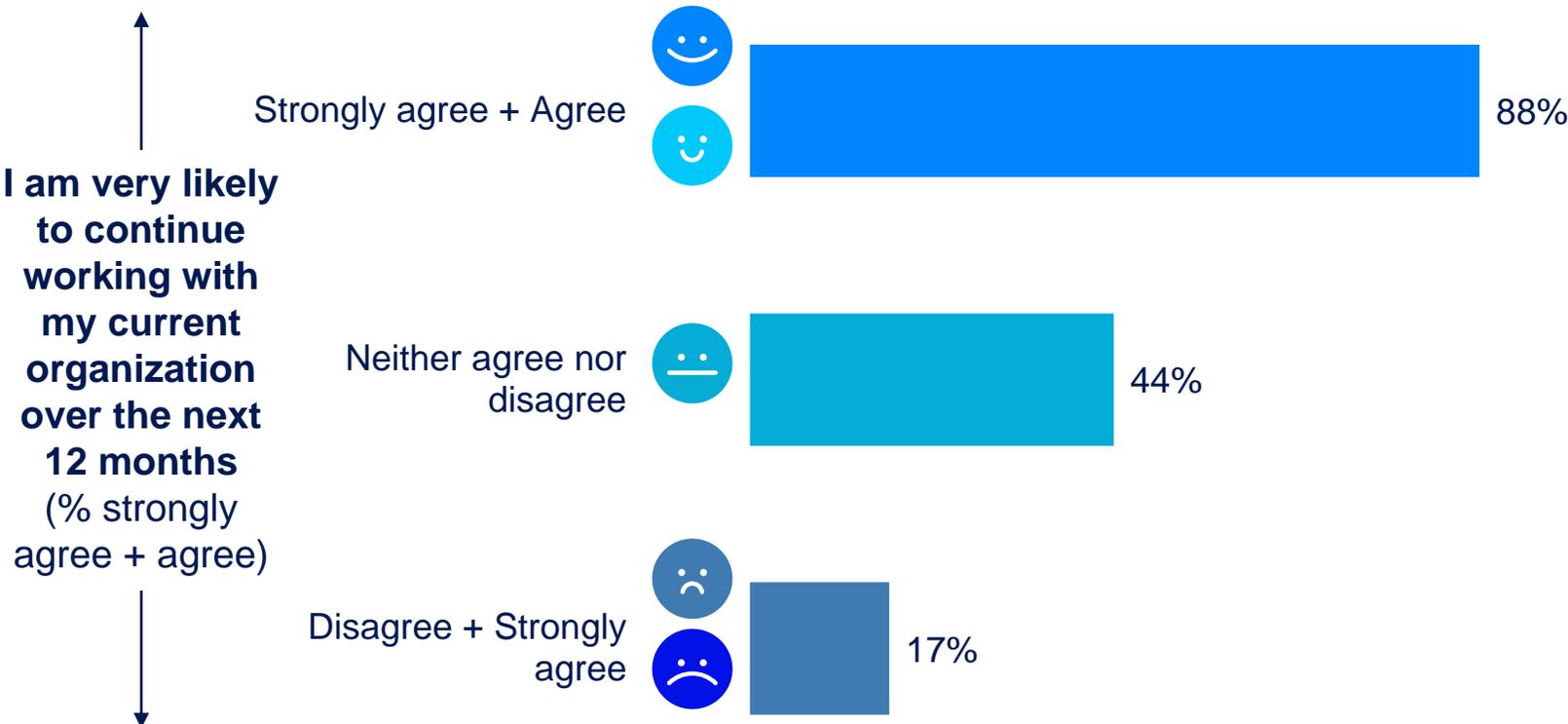
- There is a solid link between satisfaction and stated intention to stay with an organization.

- Frontline staff satisfied with their jobs are 5x more likely to want to continue with their current organizations over the next 12 months.

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COUNTRY-BY-COUNTRY JOB SATISFACTION

Overall, I feel satisfied with my current job.
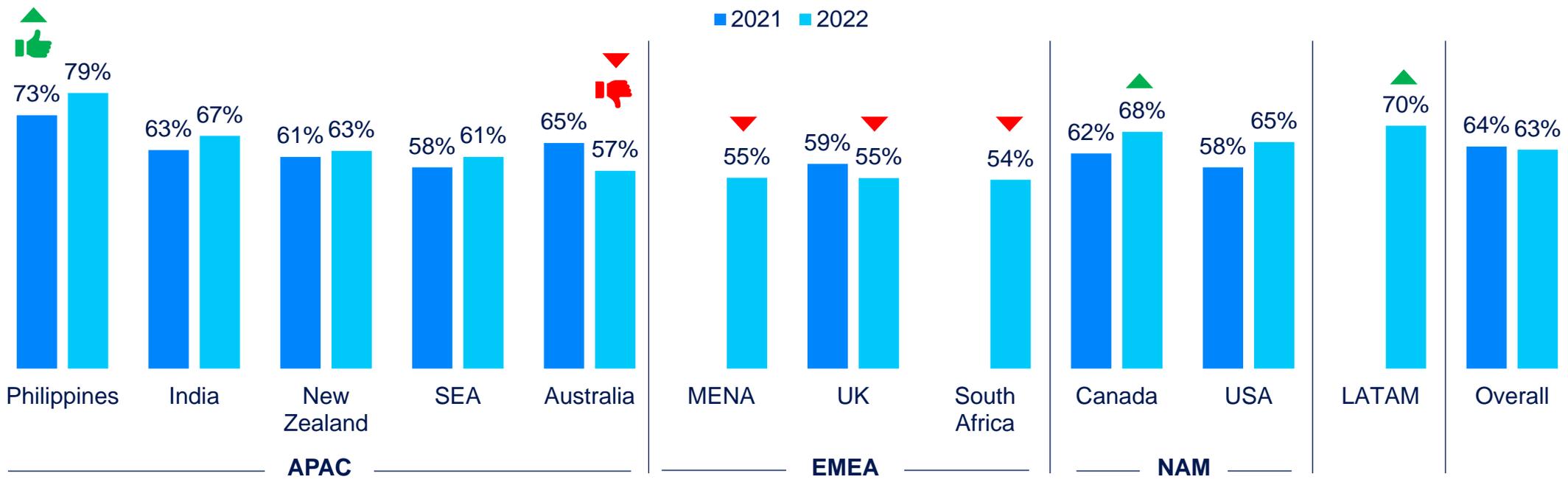
Globally, overall job satisfaction remained very similar from 2021 to 2022, some countries had changes in job satisfaction. The Philippines showed an increase while Australia showed a decrease.

Note: Figures indicate TTB%

▲ Scores are significantly higher than 2022 overall scores
▼ Scores are significantly lower than 2022 overall scores

👍 Scores are significantly higher than 2021
👎 Scores are significantly lower than 2021

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COUNTRY-BY-COUNTRY RETENTION

I am very likely to continue working with my current organization over the next 12 months.
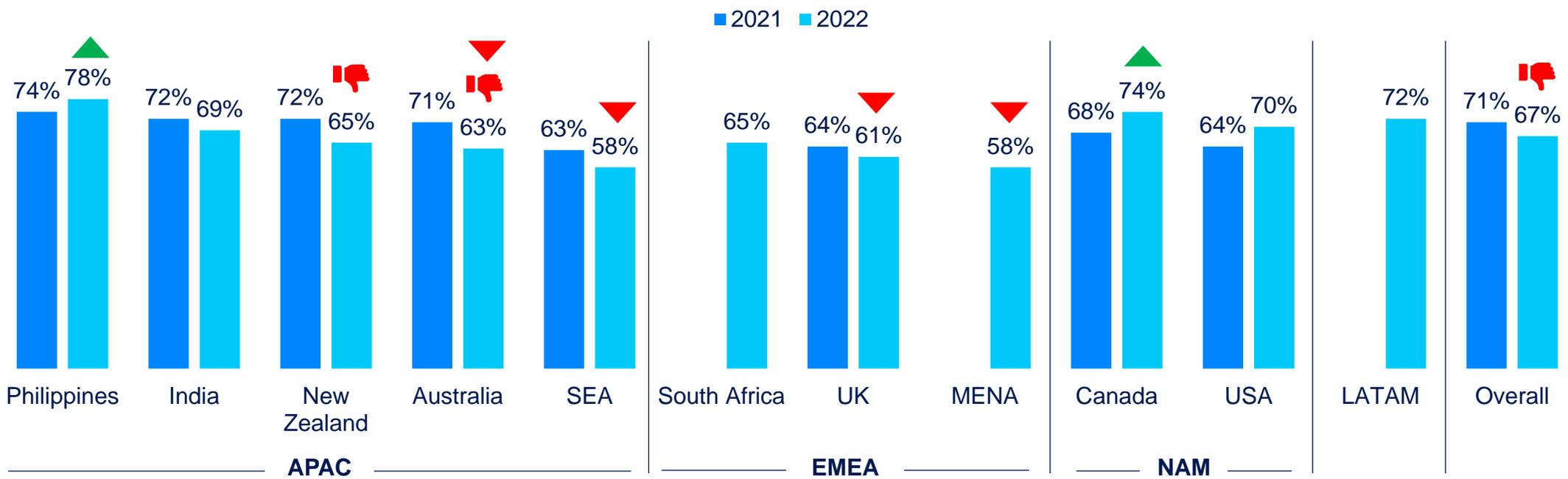
In both Australia and New Zealand, the percentage of staff saying they would remain with their organization decreased. Southeast Asia and MENA have the lowest proportion of staff who want to stay in their existing organization.

Note: Figures indicate TTB%

▲ Scores are significantly higher than 2022 overall scores

▼ Scores are significantly lower than 2022 overall scores   👎 Scores are significantly lower than 2021

JOB SATISFACTION & TENURE

Overall job satisfaction decreases with tenure.

| 0−12 months	1−2 years	More than 2 years
72%	**68%**	**57%**
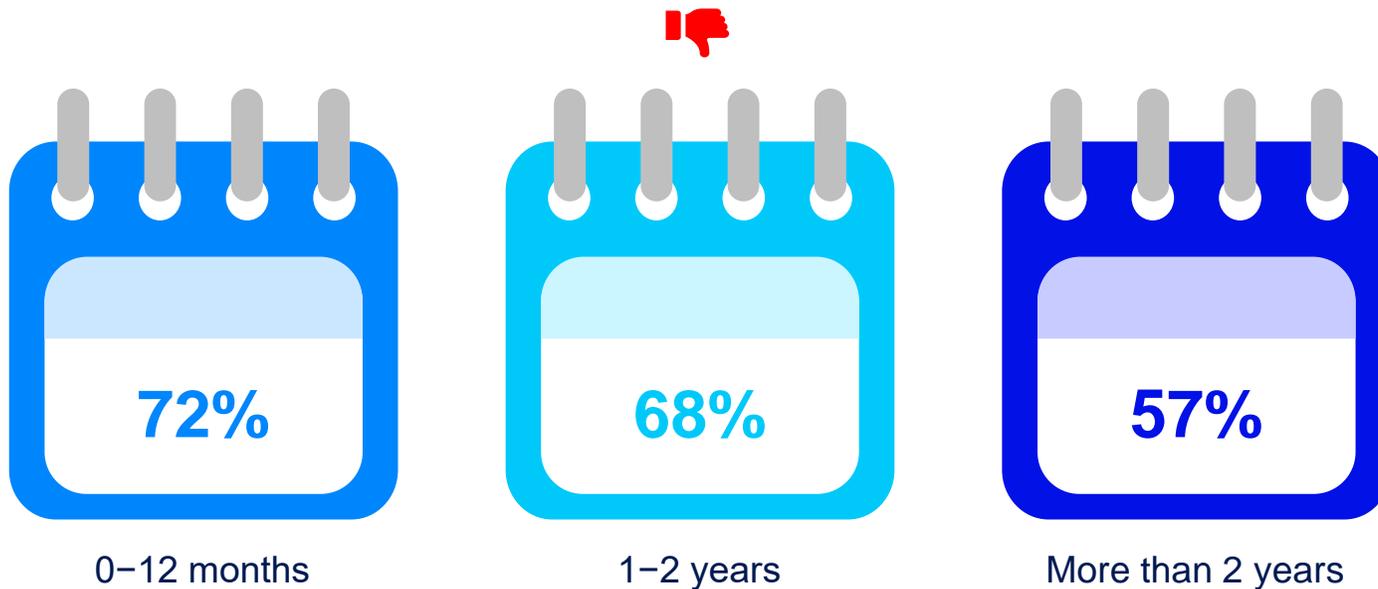
- Job satisfaction generally increases with age (when individuals get promoted, move to a new job in a different company, gain responsibility, etc.) but decreases with tenure when they stay in the same role.

- Staff who remain in the same role over time become less satisfied.

Note: Figures indicate TTB%

Scores are significantly lower than previous tenure band

STAFF RETENTION & TENURE

The likelihood to continue decreases with tenure.

73%	67%	65%
0–12 months	1–2 years	More than 2 years
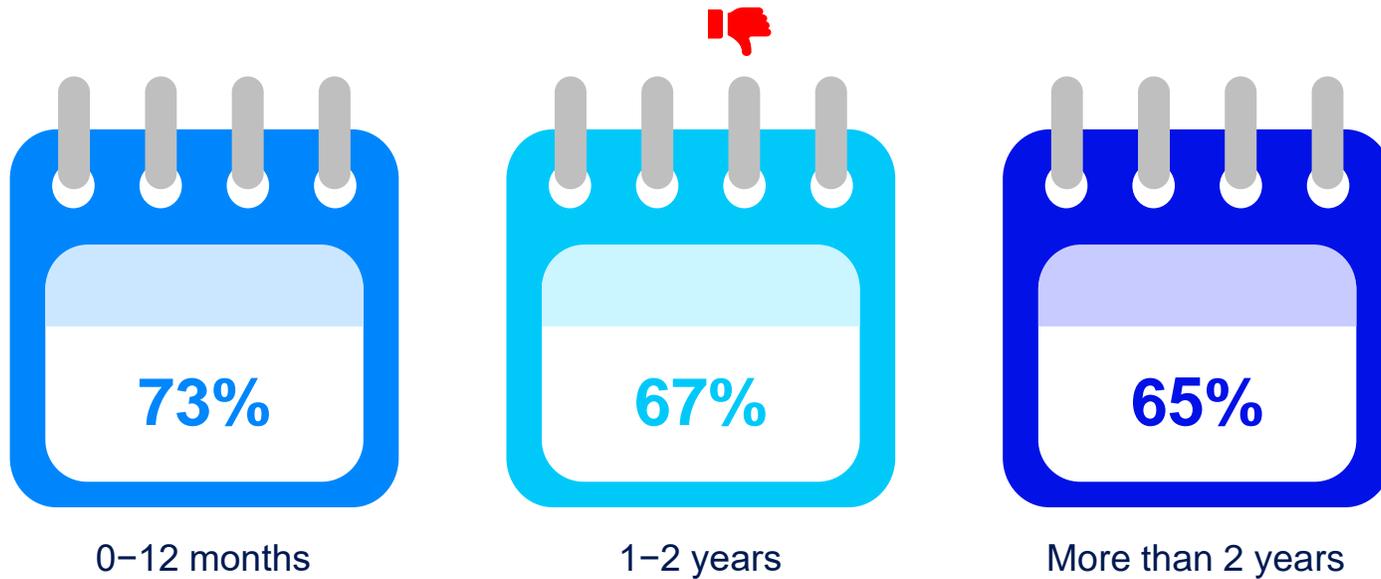
Similar to the reduction in job satisfaction, the longer staff remain in the same role, the less likely they are to stay with the organization.

Note: Figures indicate TTB%

Scores are significantly lower than previous tenure band

BPO VS IN-HOUSE JOB SATISFACTION

Overall job satisfaction for BPOs and in-house contact centers.
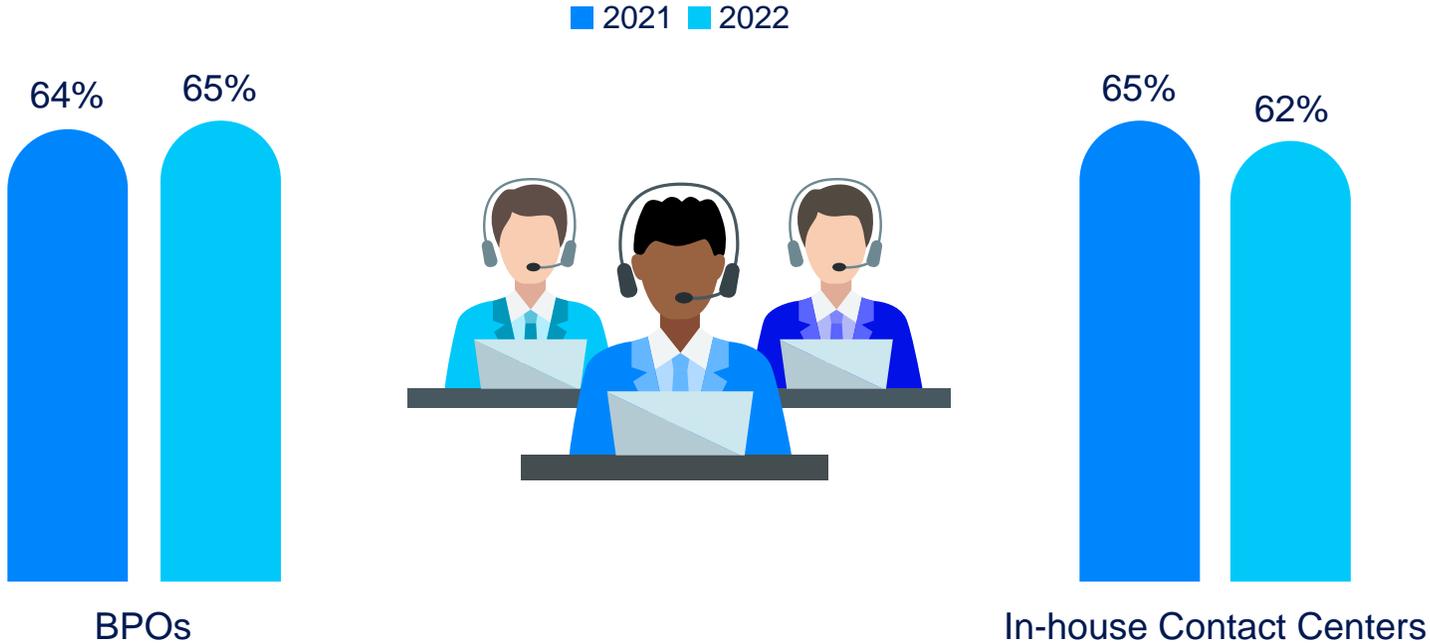
Worldwide, job satisfaction is about equal for staff working in BPOs and in-house contact centers. Still, there are interesting differences when looking at the country-by-country levels, which we will explore in the upcoming individual country-specific reports.

Note: Figures indicate TTB%

BPO VS IN-HOUSE RETENTION

How likely are you to continue with your current organization?

■ 2021 ■ 2022

BPOs
69%
68%

In-house Contact Centers
71%
69%
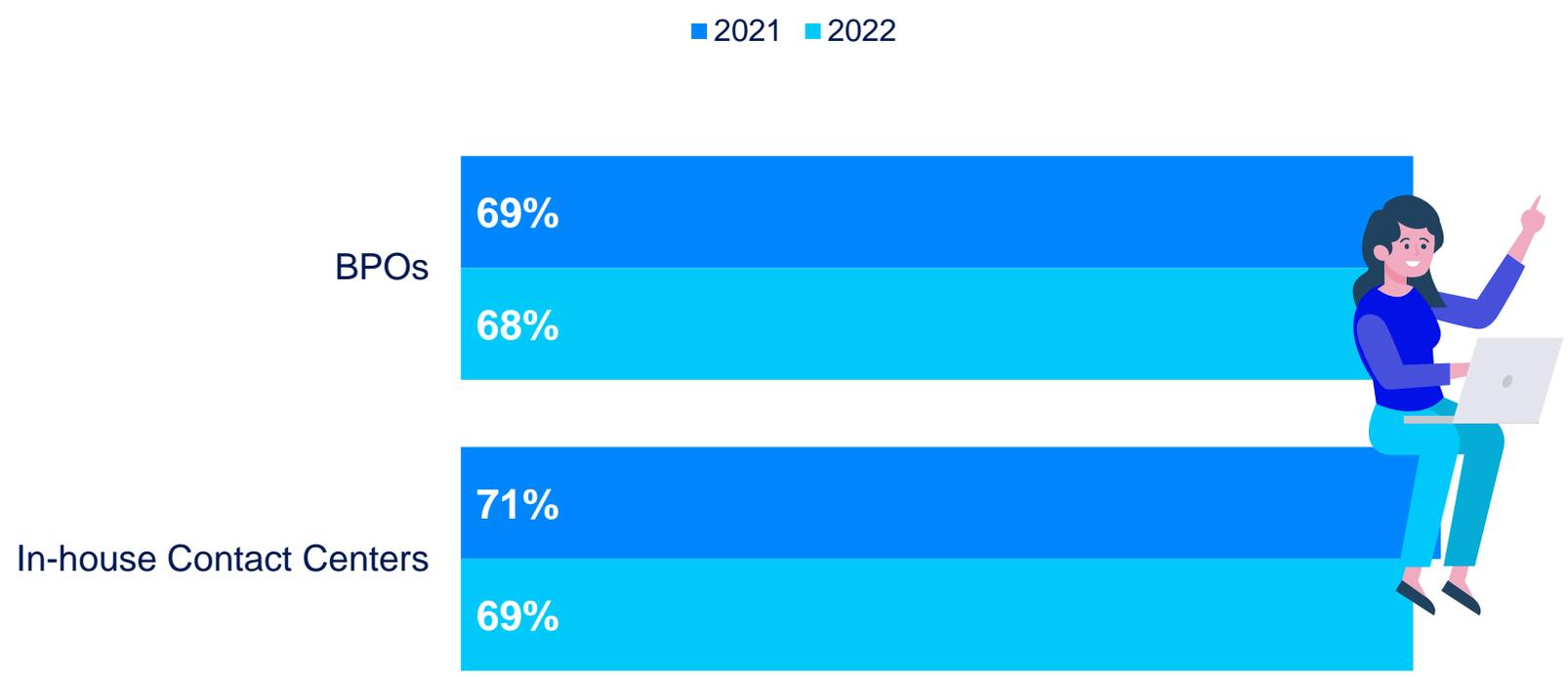
- At a global level, staff's intentions to remain with their BPOs or in-house centers are about equal.

- However, upcoming country-specific reports reveal more nuanced findings.

Note: Figures indicate TTB%

JOB SATISFACTION BY INDUSTRY

Overall job satisfaction - Industries

| Industry	TTB%	
Others	80%	▲
Not for Profit	71%	▲
Technology (hardware and/or software)	69%	▲
Entertainment	68%	
Hospital & Healthcare	67%	
Automotive	67%	
Utilities (electricity, water, gas)	65%	
Outsourcing	65%	
Retail	63%	
Health, Wellness & Fitness	63%	
Education	63%	
Telecommunications (mobile, internet)	62%	
Transportation, Logistics or Supply Chain	61%	
Banking	59%	
Government/Public Service	57%	▼
Insurance	57%	▼
Airlines/Aviation	55%	

Overall TTB% 63%

- Most industries have roughly the same levels of job satisfaction (60% +/- 5%).

- The industries with the lowest job satisfaction were government/public service and insurance.

- The industries with the highest frontline job satisfaction were others*, not-for-profit and technology (for both hardware and software firms).

Note: Figures indicate TTB%
*Others include food and beverage, superannuation, manufacturing, real estate etc.

▲ Scores are significantly higher than 2022 overall scores
▼ Scores are significantly lower than 2022 overall scores

RETENTION BY INDUSTRY

The likelihood to continue - Industries

Industry	TTB%
Others	80%
Entertainment	77%
Utilities (electricity, water, gas)	76% ▲
Not for Profit	74%
Hospital & Healthcare	73%
Technology (hardware and/or software)	73% ▲
Government/Public Service	69%
Telecommunications (mobile, internet)	69%
Retail	68%
Outsourcing	68%
Airlines/Aviation	67%
Insurance	66%
Transportation, Logistics or Supply Chain	65%
Health, Wellness & Fitness	65%
Banking	65%
Automotive	65%
Education	65%

Overall TTB% 67%

Technology (for both hardware and software firms) and utilities were the two industries with significantly higher results.

Note: Figures indicate TTB%

▲ Scores are significantly higher than 2022 overall scores

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03. Onboarding Experience

RECRUITMENT

TRAINING

RETENTION

JOB SATISFACTION

RECRUITMENT EXPERIENCE

The recruitment team accurately described what the job was like.

■ 2021 ■ 2022

	2021	2022
Strongly agree	32%	34%
Agree	47%	44%
Neither agree nor disagree	12%	14%
Disagree	6%	6%
Strongly disagree	3%	2%

TTB% 2021 79%

TTB% 2022 78%
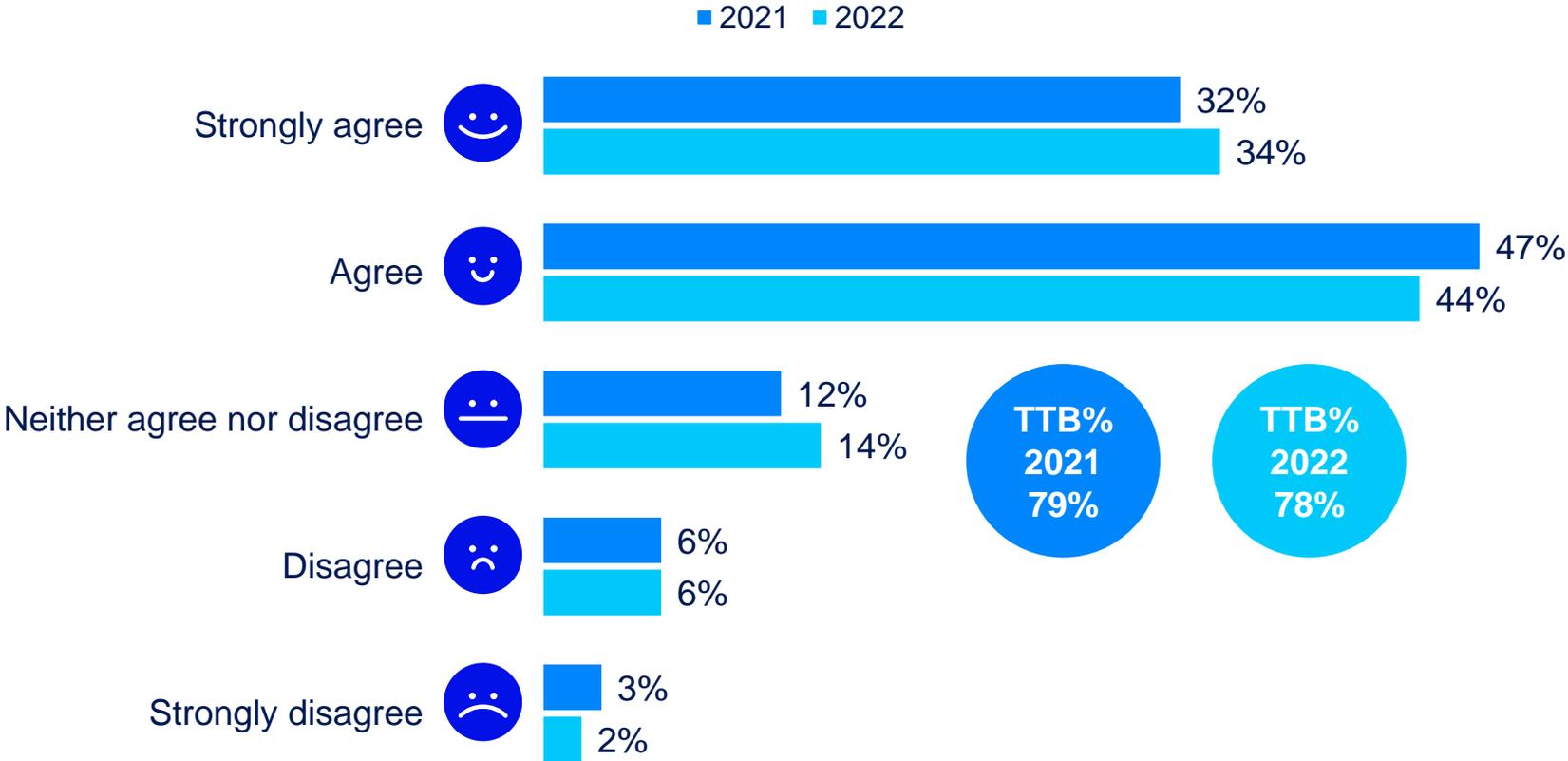
- Providing an accurate job description can help with early attrition (people leaving within the first 90 days), which is problematic in contact centers.

- Approximately three-fourths of staff hired within the last year agree that the recruiting team accurately described the job.

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RECRUITMENT EXPERIENCE & JOB SATISFACTION

The recruitment team accurately described what the job was like.

Overall, I feel satisfied with my current job (% strongly agree + agree)

Strongly agree 😊 94%

Agree 🙂 74%

Neither agree nor disagree 😐 42%

Disagree 🙁 24%

Strongly disagree ☹️ 24%
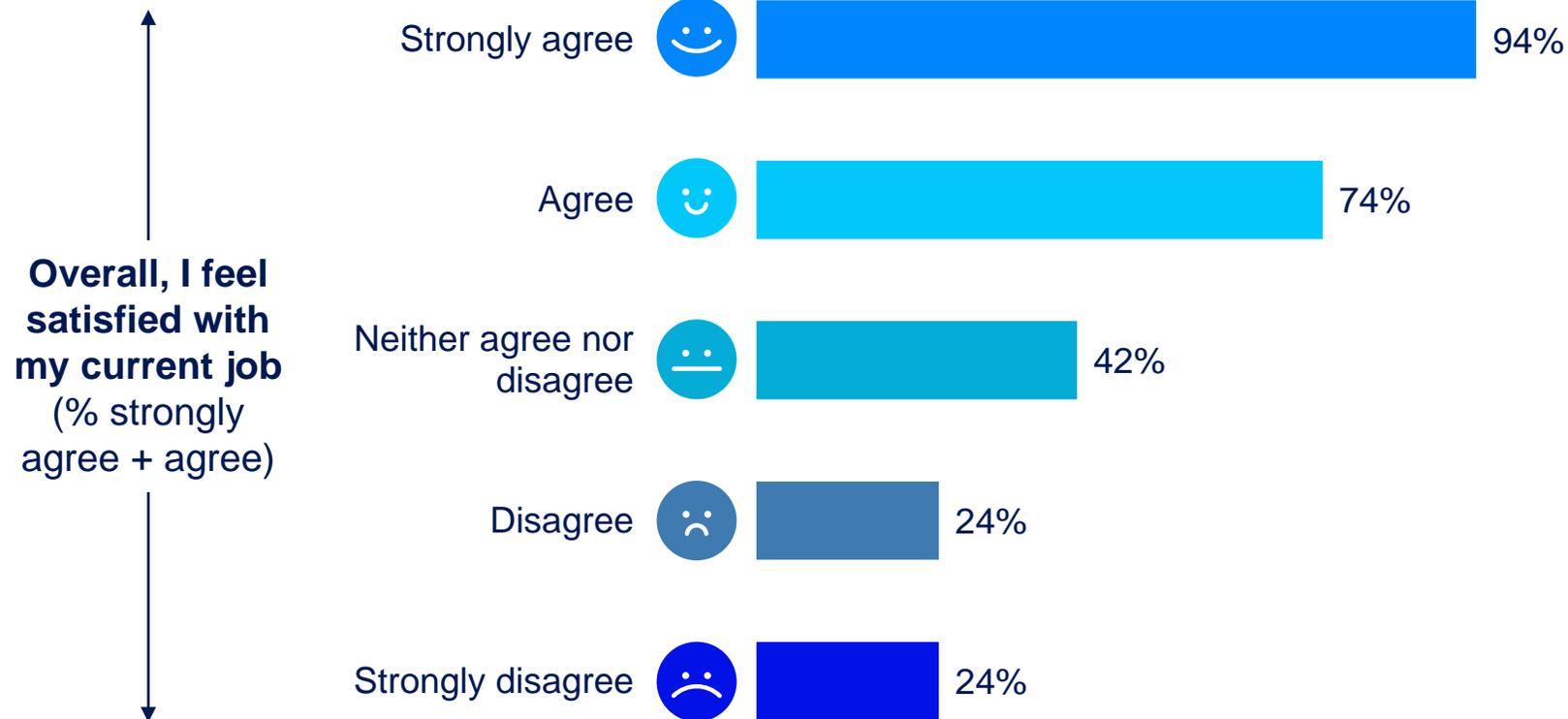
- When the staff are given an accurate description and work in their expected role, they are much more satisfied.

- Only one in four respondents who strongly disagreed that the recruitment team accurately described the job was satisfied.

RECRUITMENT EXPERIENCE & RETENTION

The recruitment team accurately described what the job was like.

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

Strongly agree 😊 89%

Agree 🙂 75%

Neither agree nor disagree 😐 48%

Disagree 🙁 29%

Strongly disagree ☹️ 38%
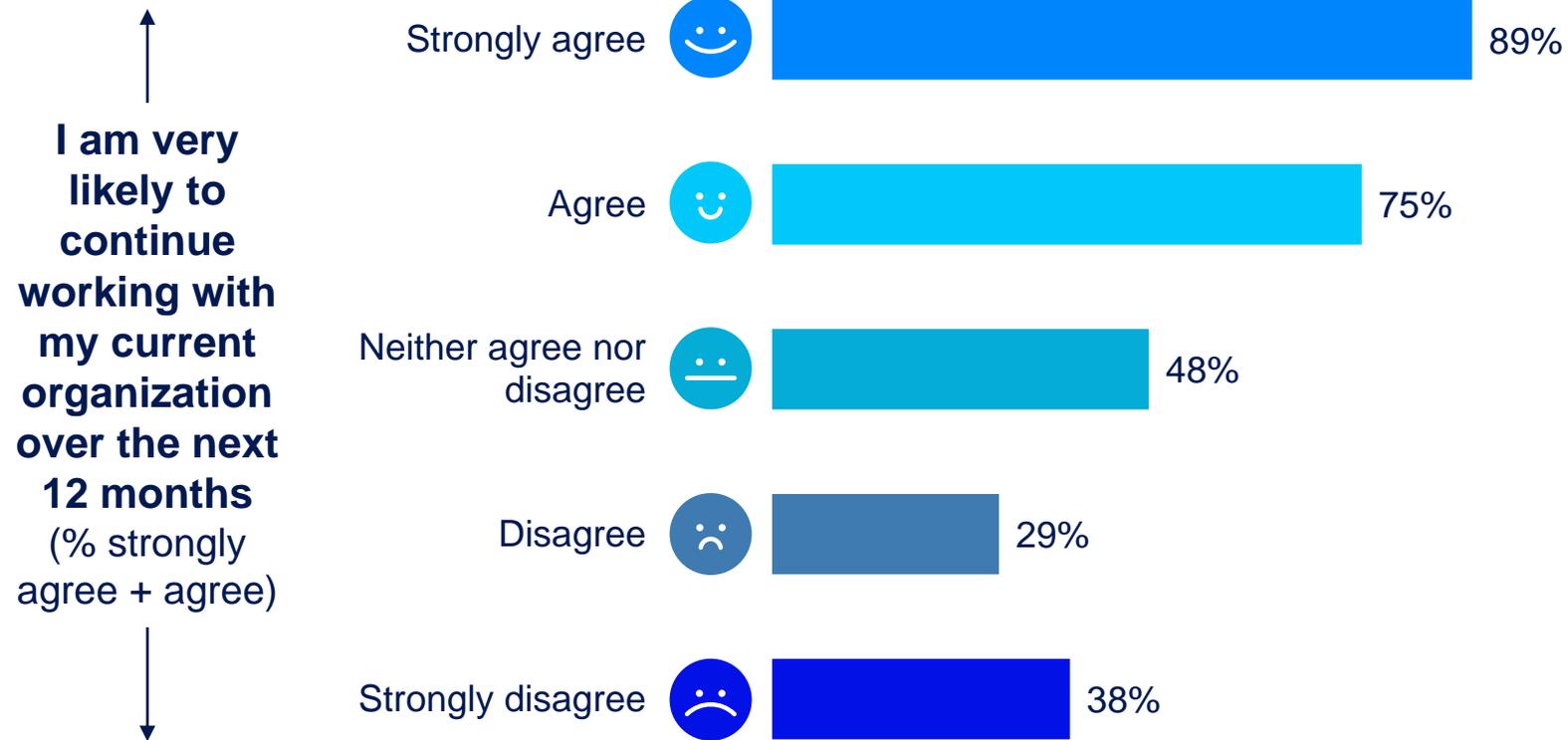
- Describing the role accurately in the recruitment phase affects whether staff want to stay at their organization.

- Staff are much more likely to say they want to remain in the organization when they believe the job description is accurate.

TRAINING EXPERIENCE

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

2021

2022

TTB%
2021
74%

TTB%
2022
73%

	2021	2022
Strongly agree	29%	31%
Agree	45%	42%
Neither agree or disagree	15%	15%
Disagree	8%	9%
Strongly disagree	3%	3%
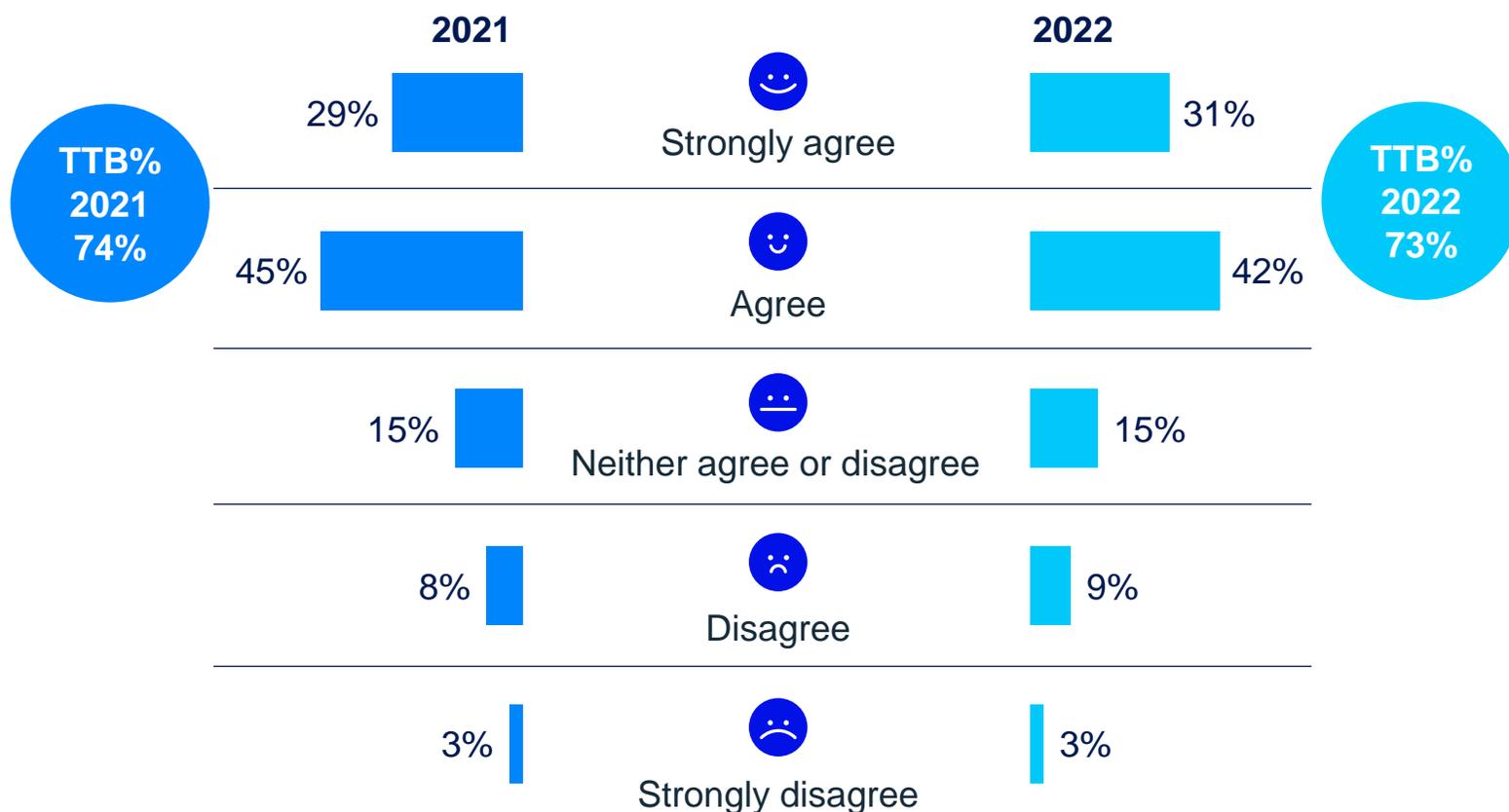
- Training is one of the most important stages in the employee lifecycle.

- Effective new hire training impacts job satisfaction, quality, customer satisfaction, efficiency and many other key metrics.

- Only three-fourths of the respondents stated that their training set them up for success in their organization, indicating that there is definite room for improvement in new hire training.

TRAINING EXPERIENCE & JOB SATISFACTION

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

Overall, I feel satisfied with my current job (% strongly agree + agree)

- Strongly agree 93%
- Agree 77%
- Neither agree nor disagree 51%
- Disagree 34%
- Strongly disagree 20%
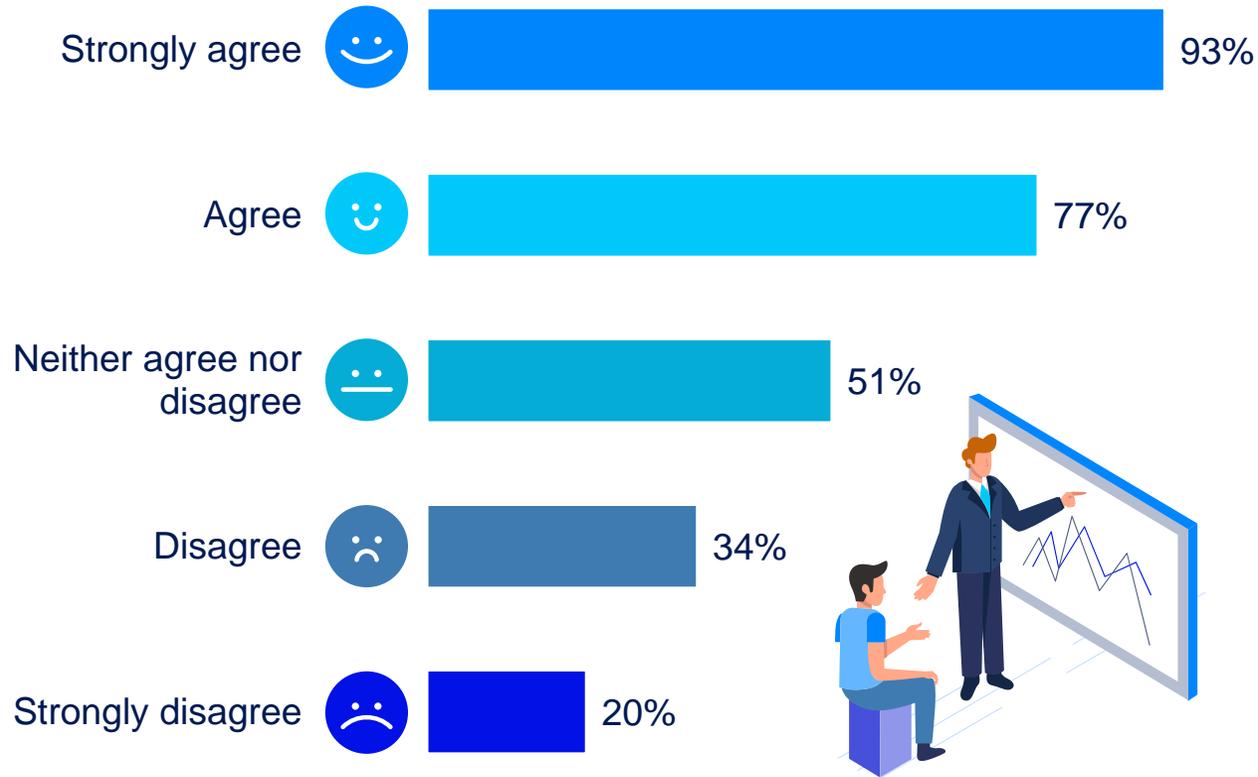
- The impact of new hire training on staff satisfaction is evident.

- When they strongly agree that the training equipped them to succeed, staff are very happy (93% satisfaction).

- When employees believe they received inadequate training, it drives dissatisfaction.

TRAINING EXPERIENCE & RETENTION

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

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

Strongly agree 🙂	89%
Agree 🙂	77%
Neither agree nor disagree 😐	58%
Disagree 🙁	41%
Strongly disagree ☹️	17%
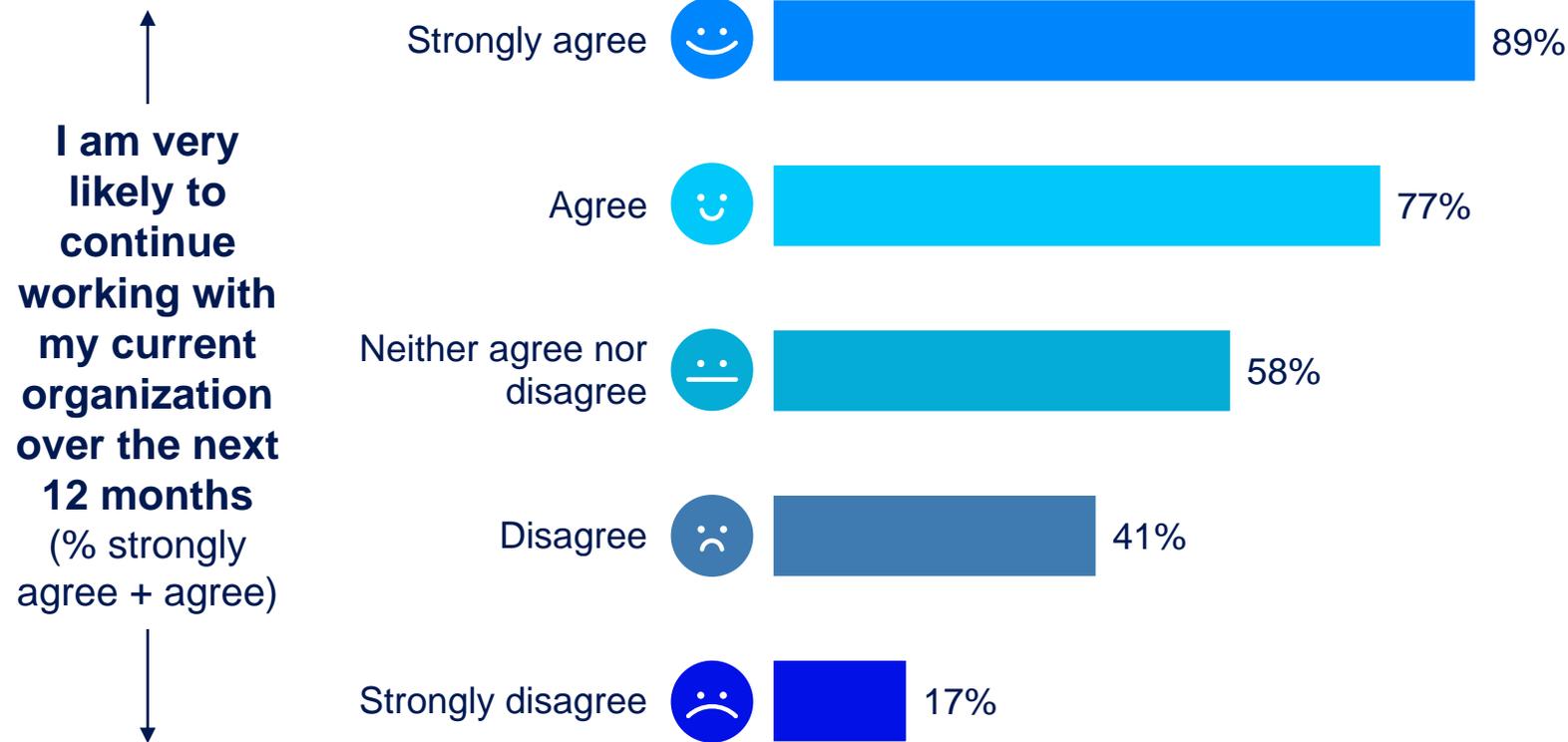
- A poor training experience drives people away from an organization.

- When the staff strongly disagree that their training was good enough, they are very likely to look for a new job. Only 17% say they're willing to stay in their existing organization.

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04. Relationship with Manager/Team Leader (TL)

TECHNICAL SKILLS

VALUES FEEDBACK

STAFF WELL-BEING

ACTS WITH INTEGRITY

IMPACT ON RETENTION

TECHNICAL SKILLS

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

2021

78%

2022

75%
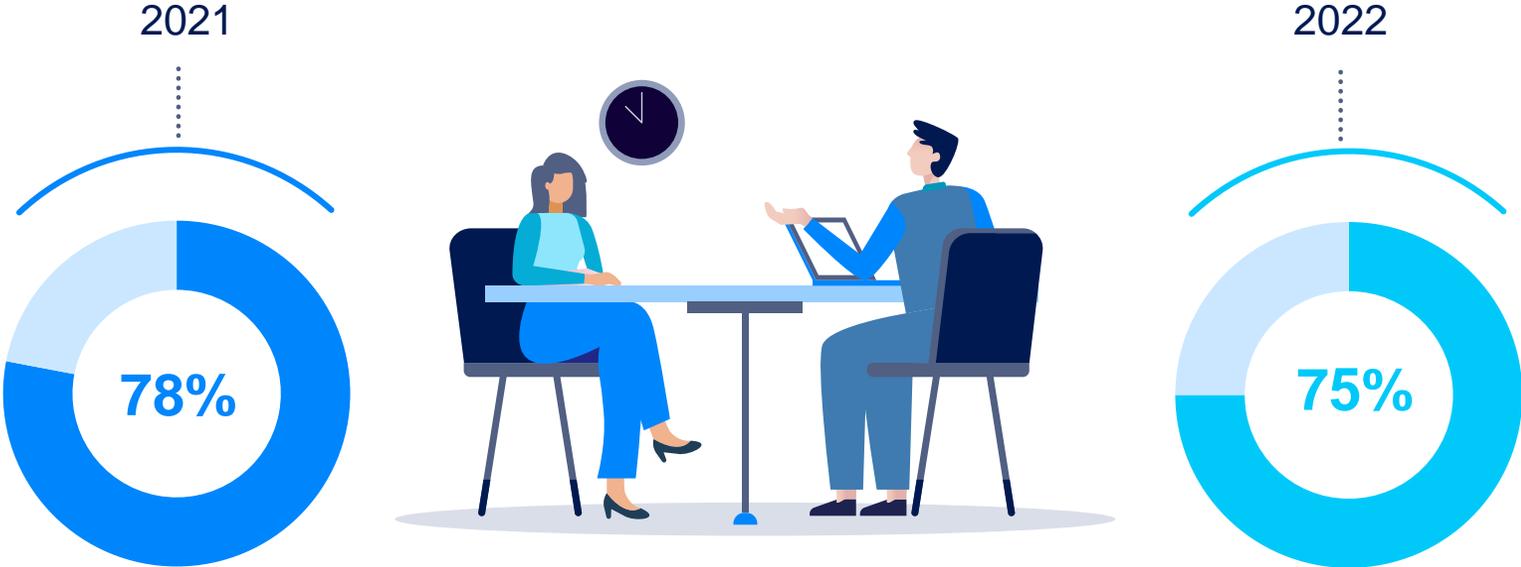
- One could argue that the team leader has the most crucial position in a contact center.

- TLs need to build relationships with their team, provide feedback, help with individual development plans and, in many cases, provide support and answer questions.

- Only 75% of staff believe that their TLs have the technical skills to help them when they have questions.

Note: Figures indicate TTB%

TECHNICAL SKILLS & JOB SATISFACTION

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

Overall, I feel satisfied with my current job (% strongly agree + agree)

|	
Strongly agree	81%
Agree	64%
Neither agree nor disagree	44%
Disagree	28%
Strongly disagree	19%
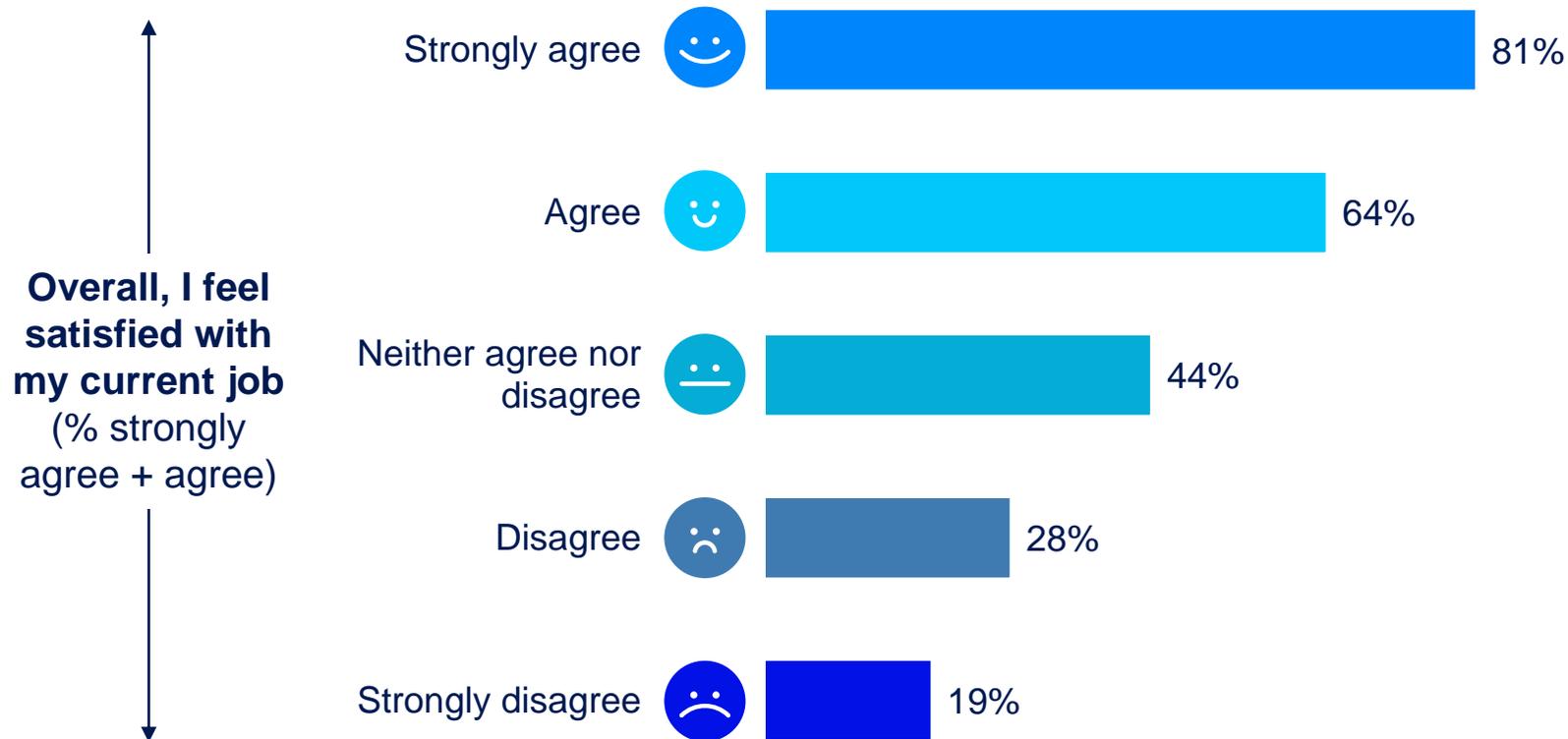
Note: Figures indicate TTB%

- Positive perceptions of team leader's technical skills translate into higher satisfaction amongst frontline staff.

- Having a team leader who can provide support and answer questions on the floor impacts job satisfaction.

- Staff who strongly agree that their TL can answer questions are 4x more satisfied than those who strongly disagree.

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VALUES FEEDBACK

My team leader values my feedback.

78%

75%

2021

2022
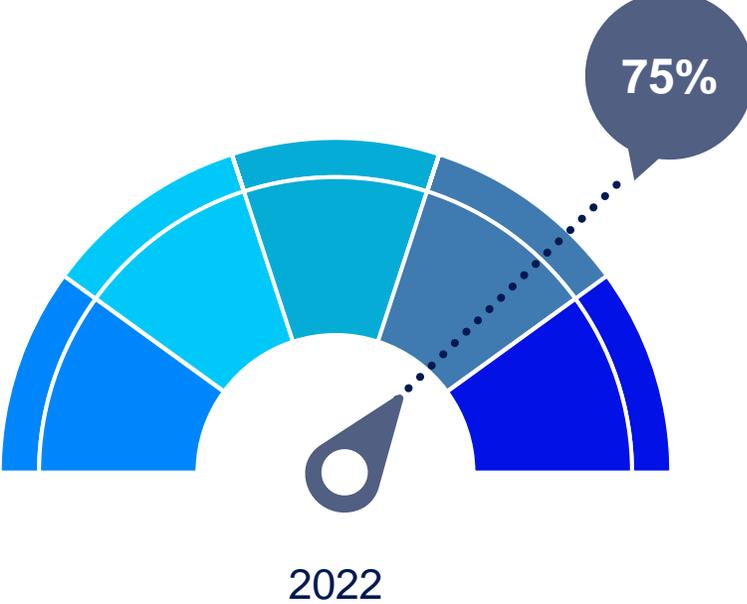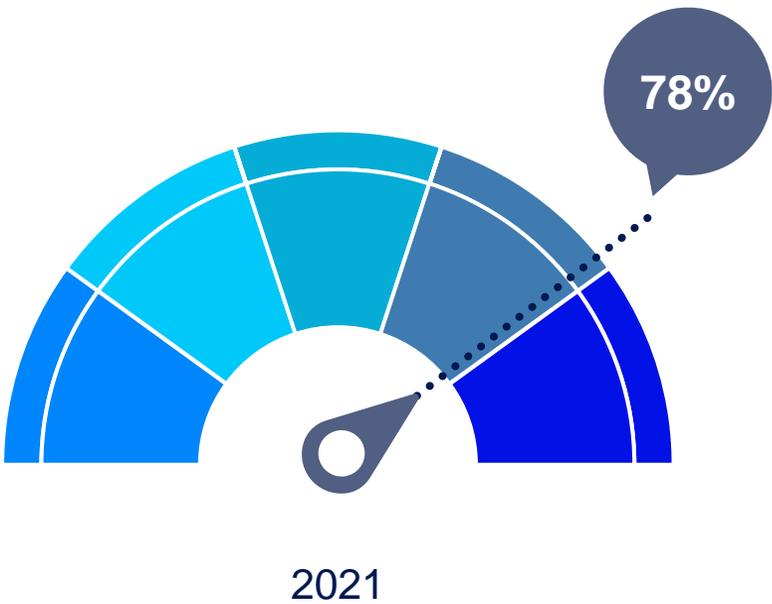
- Staff are more satisfied when they feel they are listened to, and that their feedback is valued.

- Only 75% of the respondents believe that their team leaders value their feedback.

Note: Figures indicate TTB%

VALUES FEEDBACK

My team leader values my feedback.

Overall, I feel satisfied with my current job (% strongly agree + agree)

Strongly agree	82%
Agree	65%
Neither agree nor disagree	40%
Disagree	24%
Strongly disagree	16%
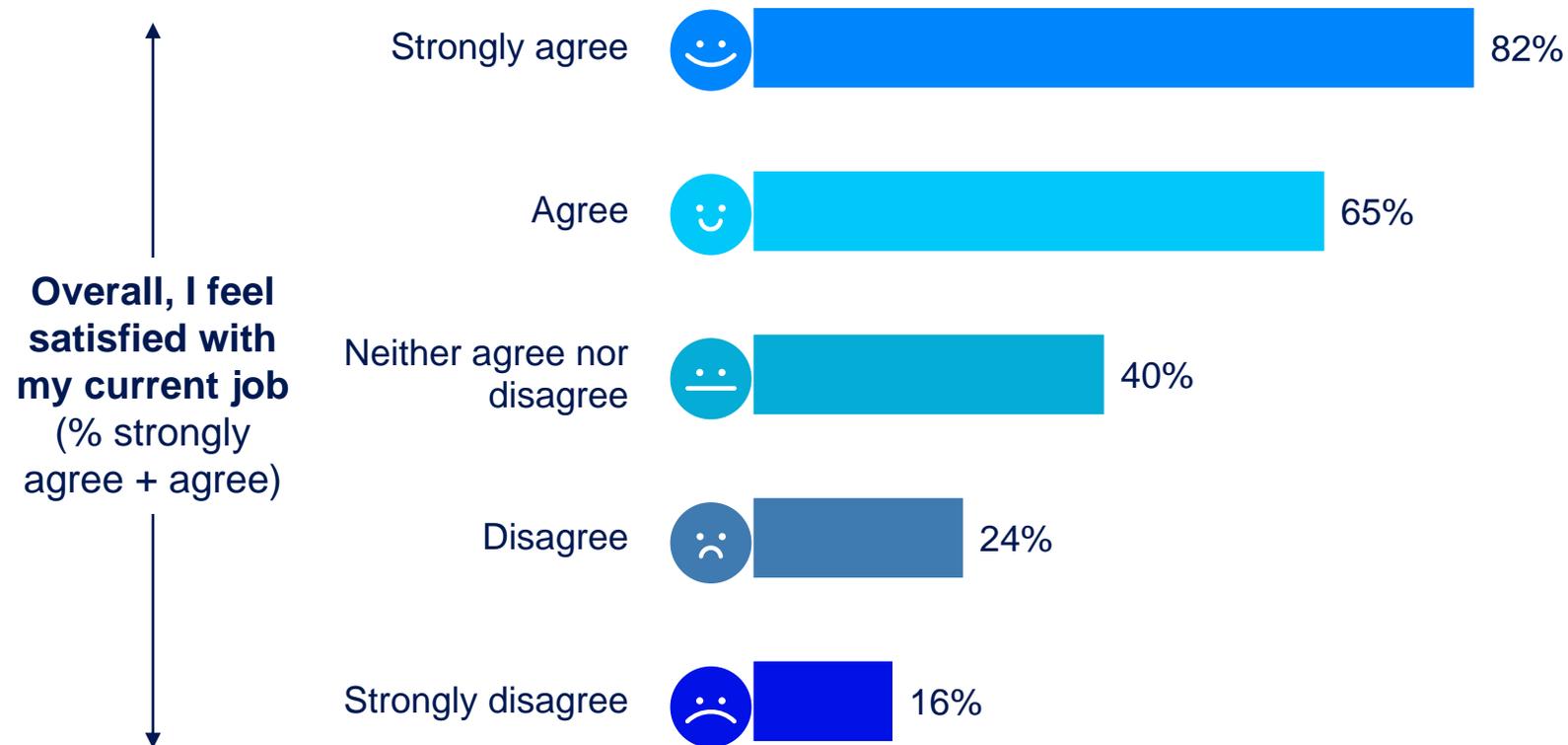
- Team leaders who value feedback create environments where staff are much more satisfied.

- 82% of staff who strongly agree that their TL values their feedback are satisfied with their jobs, whereas only 16% of those who strongly disagree are satisfied.

Note: Figures indicate TTB%

STAFF WELL-BEING

My team leader cares about my personal well-being.


2021

77%

2022

75%
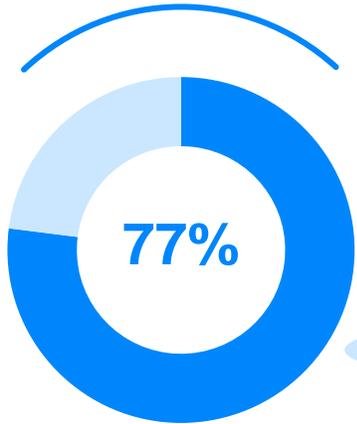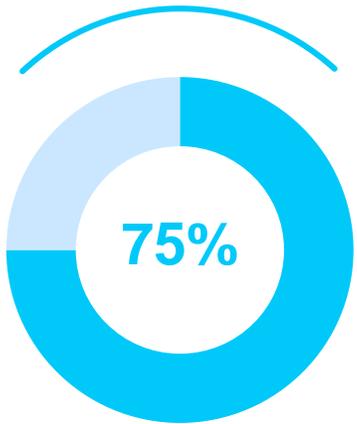
- Staff who have a sense of connection with their team and team leaders are more satisfied with their jobs.

- Team leaders seem to care less about their staff's personal well-being post-pandemic, with a drop from 77% to 75%.

- Staff working from home may have attributed to the slight decrease.

Note: Figures indicate TTB%

STAFF WELL-BEING & JOB SATISFACTION

My team leader cares about my personal well-being.

Overall, I feel satisfied with my current job (% strongly agree + agree)

Strongly agree 🙂	82%
Agree 🙂	65%
Neither agree nor disagree 😐	38%
Disagree 🙁	23%
Strongly disagree ☹️	14%
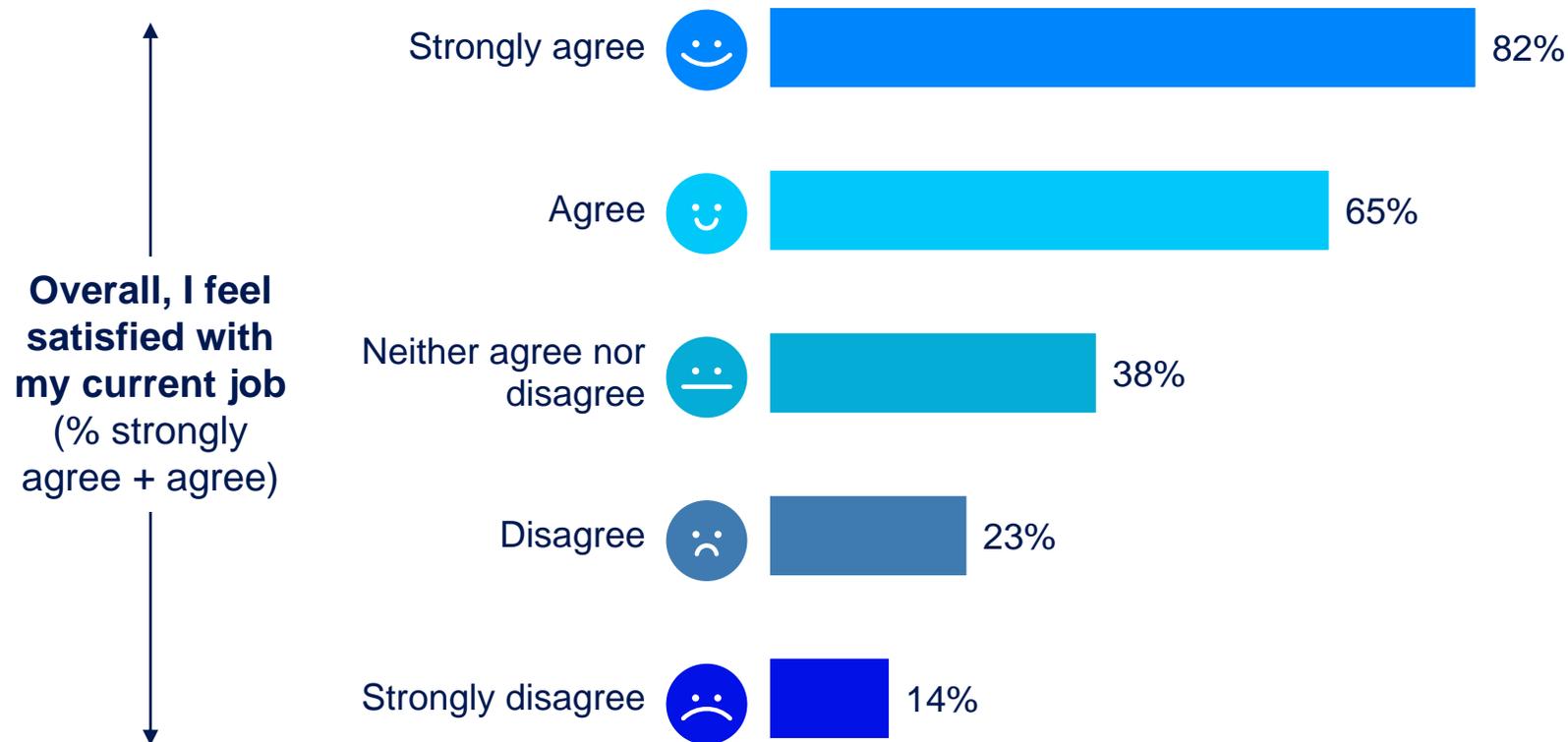
- A team leader who does not show that they care about their team's well-being has a substantial impact on job satisfaction.

- It is vital for TLs not only to care but to demonstrate that they care about the personal well-being of their staff.

Note: Figures indicate TTB%

MANAGER INTEGRITY

My manager consistently acts with integrity.

2021
80%

2022
78%

- All levels of an organization need to act with integrity.

- When frontline staff see favoritism, poor behavior, and a lack of integrity in their managers, they are much less satisfied with their job.

- Unfortunately, almost one in five staff members disagree that their managers consistently act with integrity.

Note: Figures indicate TTB%

MANAGER INTEGRITY & JOB SATISFACTION

**My manager consistently acts with integrity.**

Overall, I feel satisfied with my current job (% strongly agree + agree)

Strongly agree — 81%

Agree — 64%

Neither agree nor disagree — 34%

Disagree — 22%

Strongly disagree — 15%
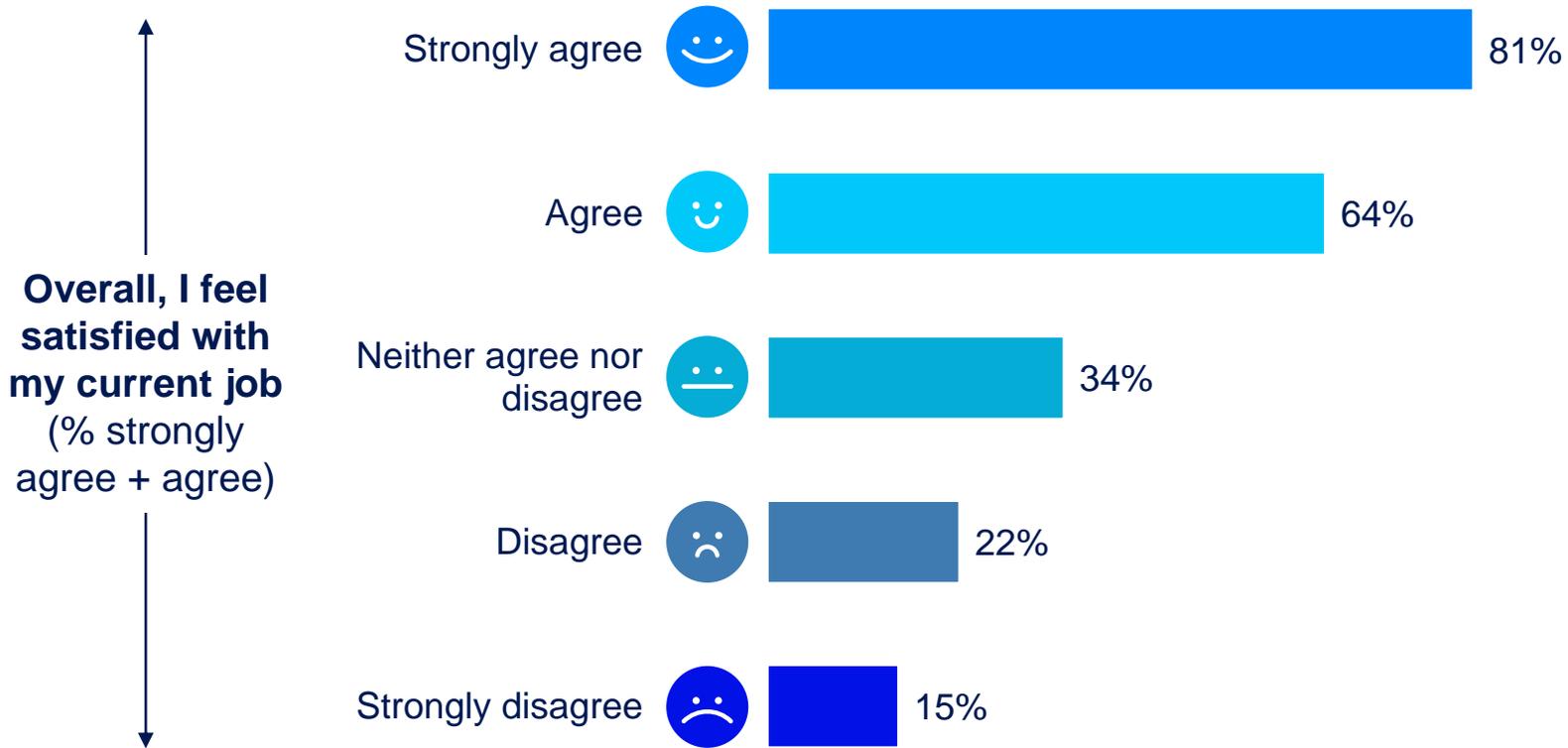
- A lack of integrity at a management level can create a poor work culture filled with mistrust and unhappiness.

- What managers do and say can highly influence staff perceptions of them.

- Managers must take extra care to lead responsibly and act with integrity.

Note: Figures indicate TTB%

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IMPACT ON RETENTION

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

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

Strongly agree 😊	84%
Agree 🙂	68%
Neither agree nor disagree 😐	54%
Disagree 🙁	40%
Strongly disagree ☹️	23%
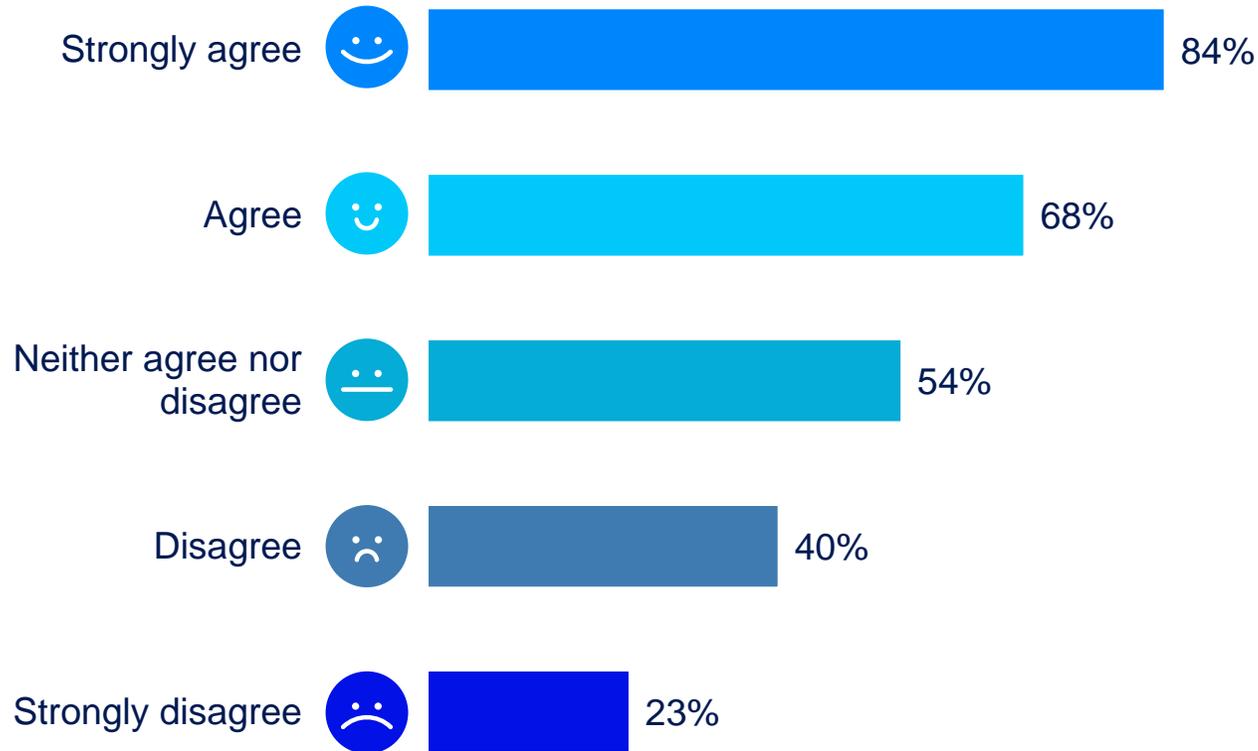
Staff are much more likely to want to leave an organization if they think their team leader doesn't have the technical skills to help them when they have questions.

# IMPACT ON RETENTION

My team leader values my feedback.

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

Strongly agree 🙂	84%
Agree 🙂	70%
Neither agree nor disagree 😐	51%
Disagree 🙁	35%
Strongly disagree ☹️	17%

Note: Figures indicate TTB%
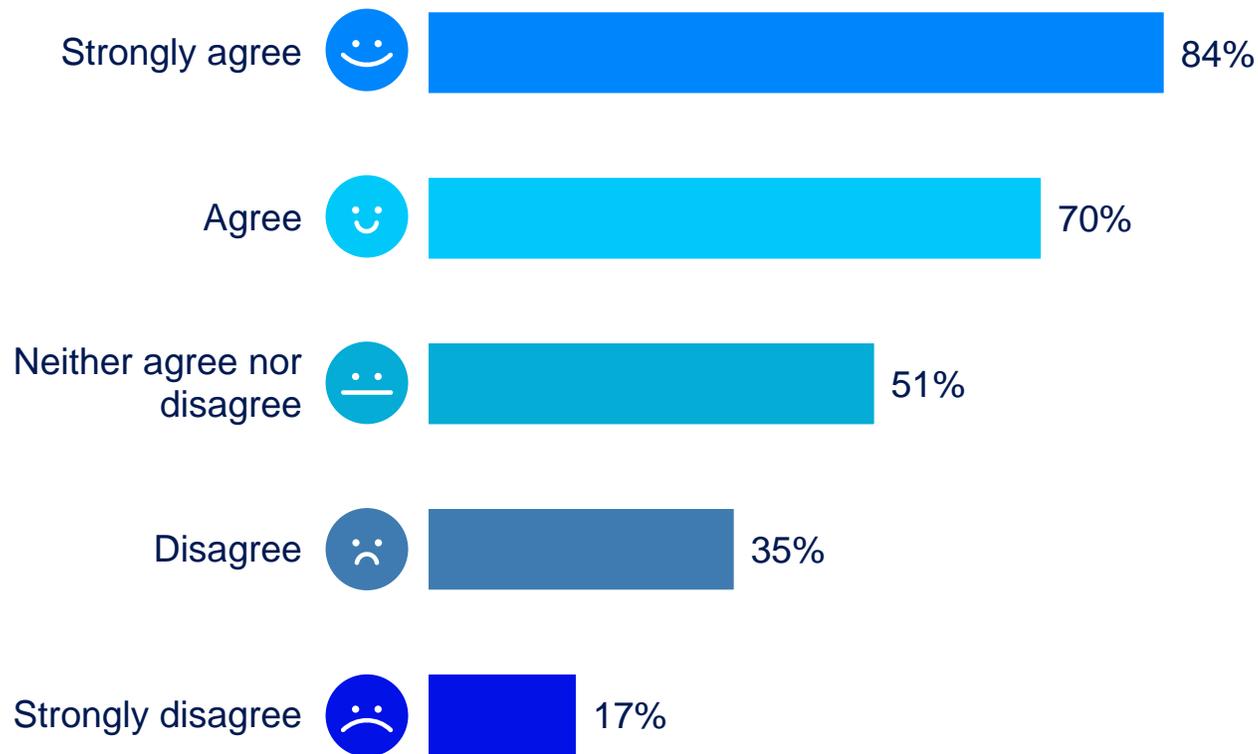
- It is essential for frontline staff to feel like their voice matters and be able to provide feedback.

- When staff feel that their team leader doesn't value their feedback, they are much more likely to want to leave the organization.

IMPACT ON RETENTION

My team leader cares about my personal well-being.

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

Response	Value
Strongly agree	83%
Agree	71%
Neither agree nor disagree	50%
Disagree	33%
Strongly disagree	16%
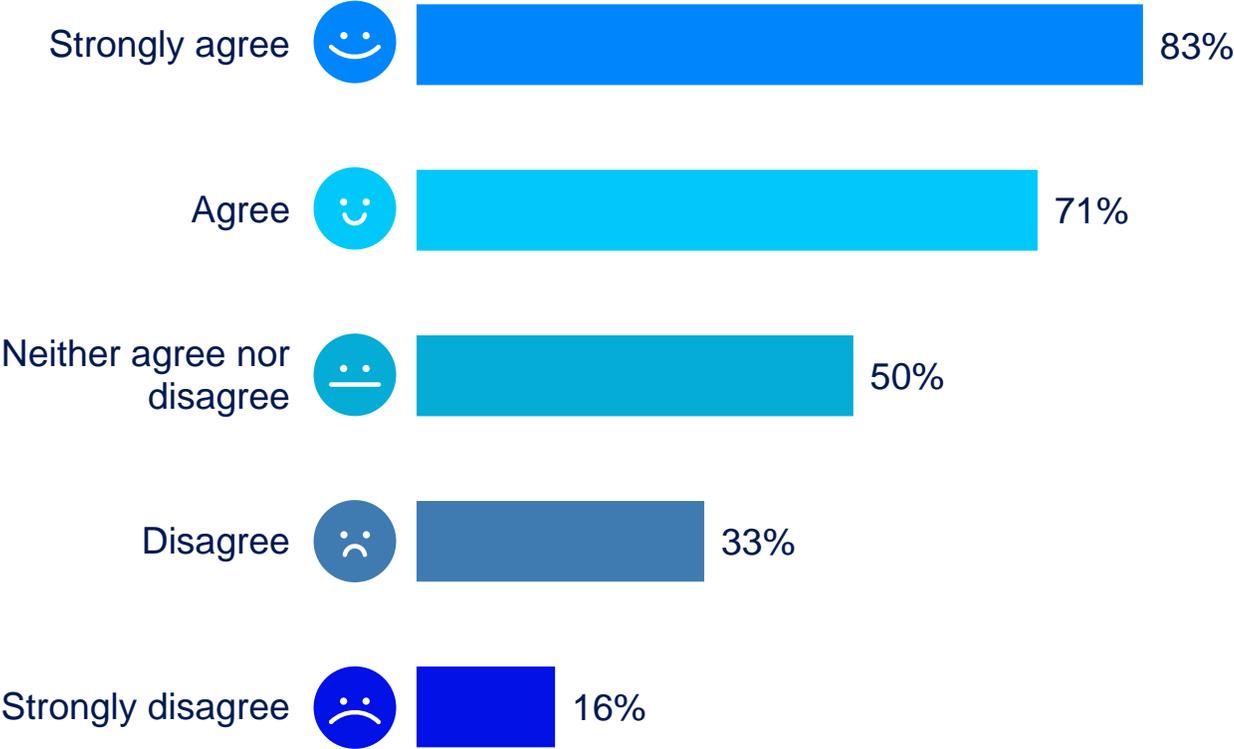
- An organization that values its staff provides opportunities for team leaders to engage with individual team members.

- If staff believe their team leader cares about their well-being, they are much more likely to want to stay with that organization.

Note: Figures indicate TTB%

35

IMPACT ON RETENTION

My manager consistently acts with integrity.

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

- Strongly agree 84%
- Agree 69%
- Neither agree nor disagree 43%
- Disagree 32%
- Strongly disagree 19%

Note: Figures indicate TTB%
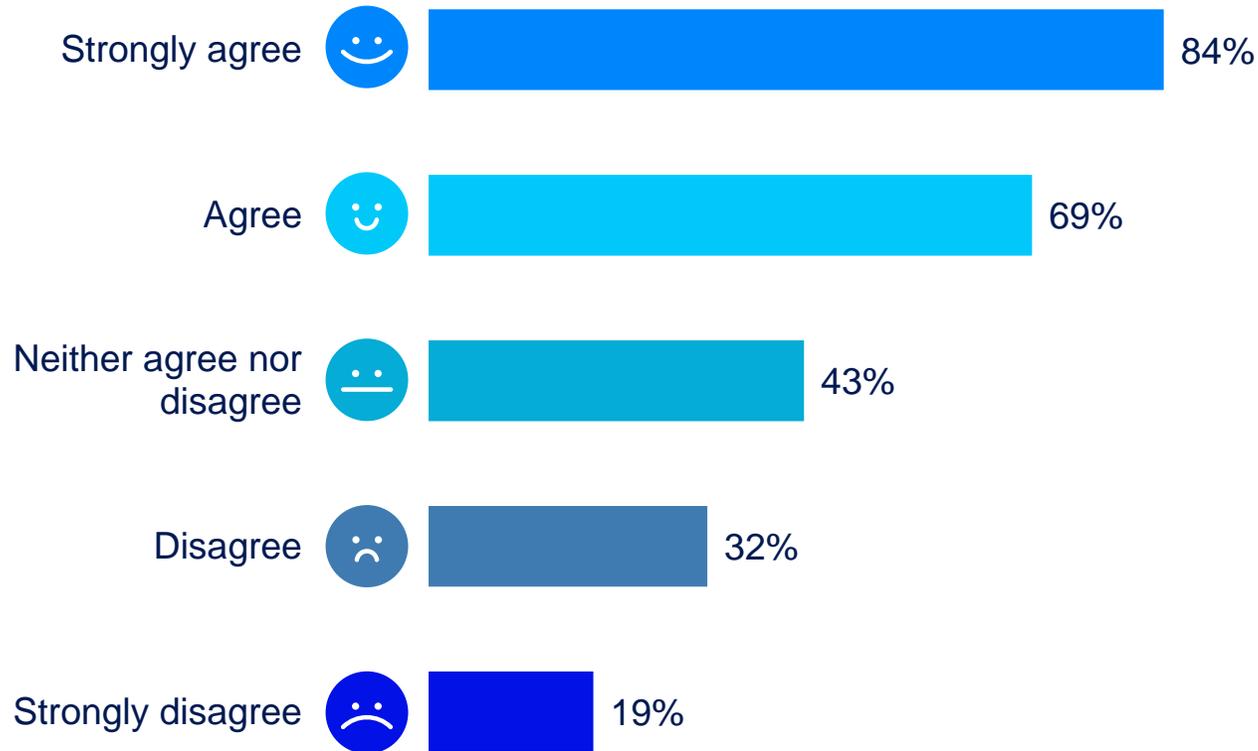
- When staff feel that management isn't acting with integrity, they don't want to stay in that organization.
- Staff are 4x more likely to want to stay with an organization where they believe managers act with integrity than an organization with managers who don't.

05. Growth & Development

LEARNING & DEVELOPMENT

PRAISE & RECOGNITION

INVESTING IN EMPLOYEES

GROWTH OPPORTUNITY

IMPACT ON JOB SATISFACTION
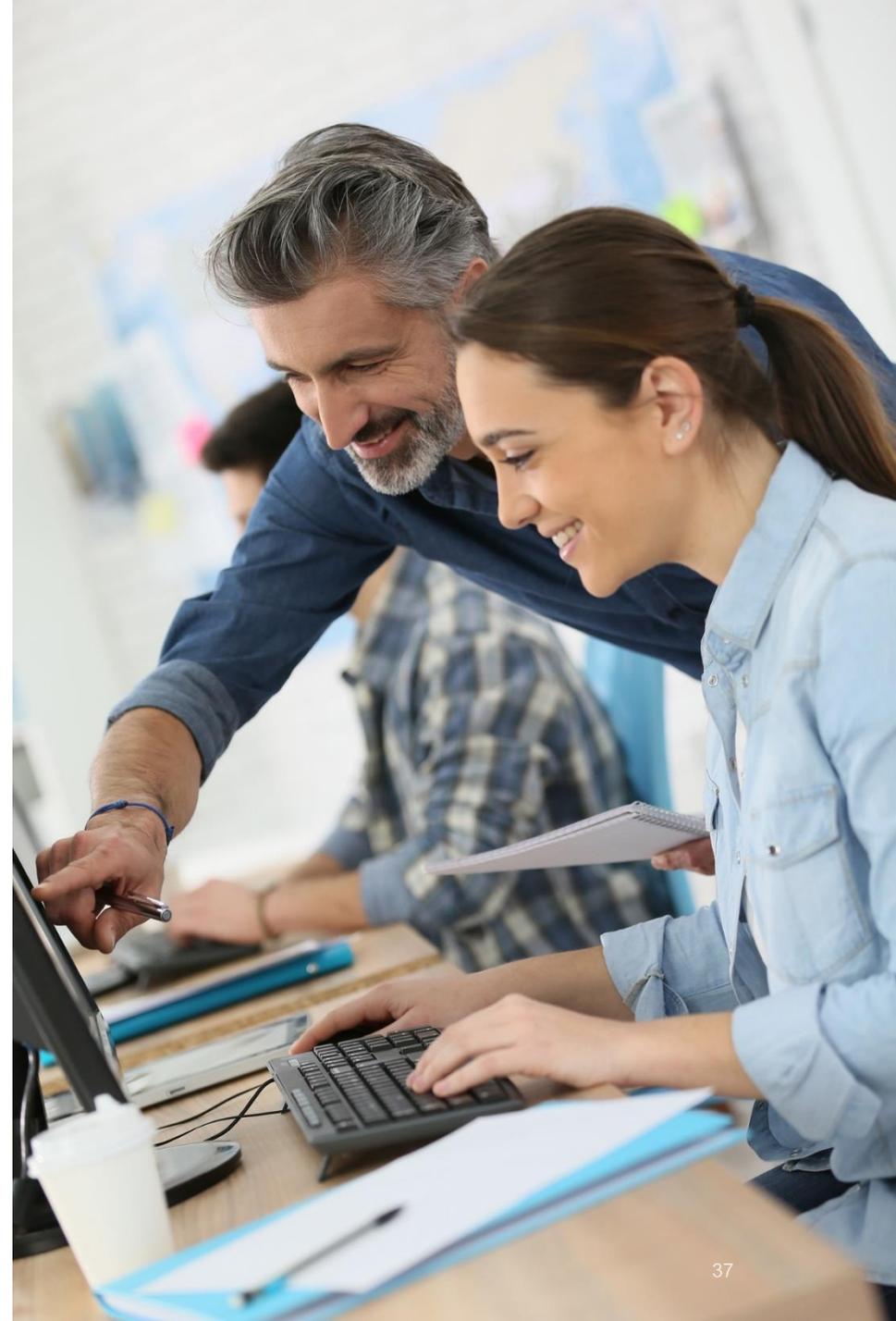
LEARNING & DEVELOPMENT

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

2021
61%

2022
61%
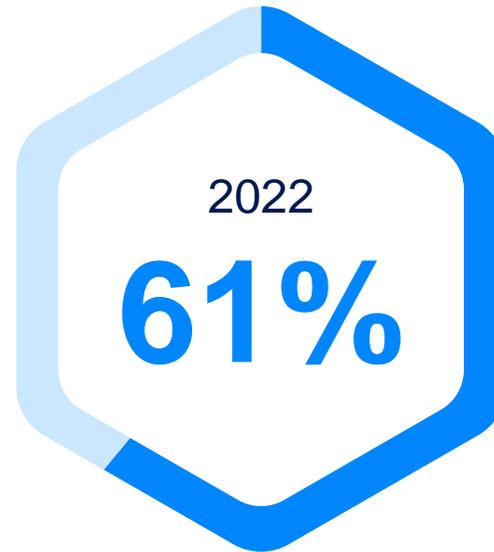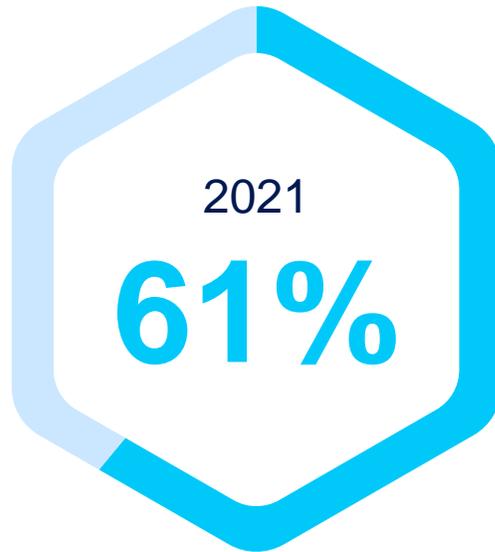
- One of the keys to retaining great staff is to provide them with opportunities to learn and grow.

- These opportunities might be in the contact center itself or in other parts of the organization.

- Many frontline staff do not know about these opportunities (or maybe they don't exist). Only 61% of staff agree that their organization provides enough development opportunities.

Note: Figures indicate TTB%

PRAISE & RECOGNITION

I receive praise/recognition for doing my job well.
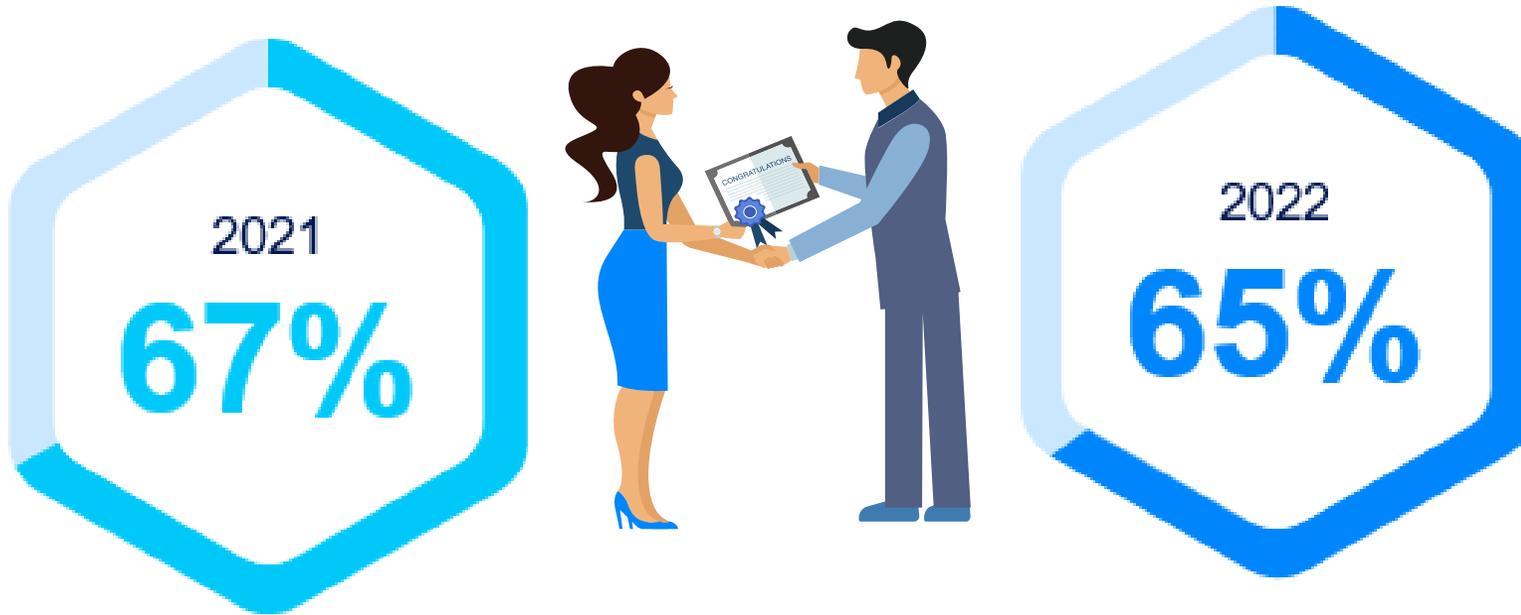
2021
67%

2022
65%

- The percentage of staff who said they receive praise/recognition for doing their job well remained stable between 2021 and 2022.

- One-third of staff say they don't get enough praise or recognition for a job well done.

- Individuals like to receive recognition for a job well done. Recognition doesn't mean staff members need financial rewards or bonuses, but they notice when they don't get credit when they feel they deserve it.

Note: Figures indicate TTB%

INVESTING IN EMPLOYEES

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

2021
64%

2022
62%
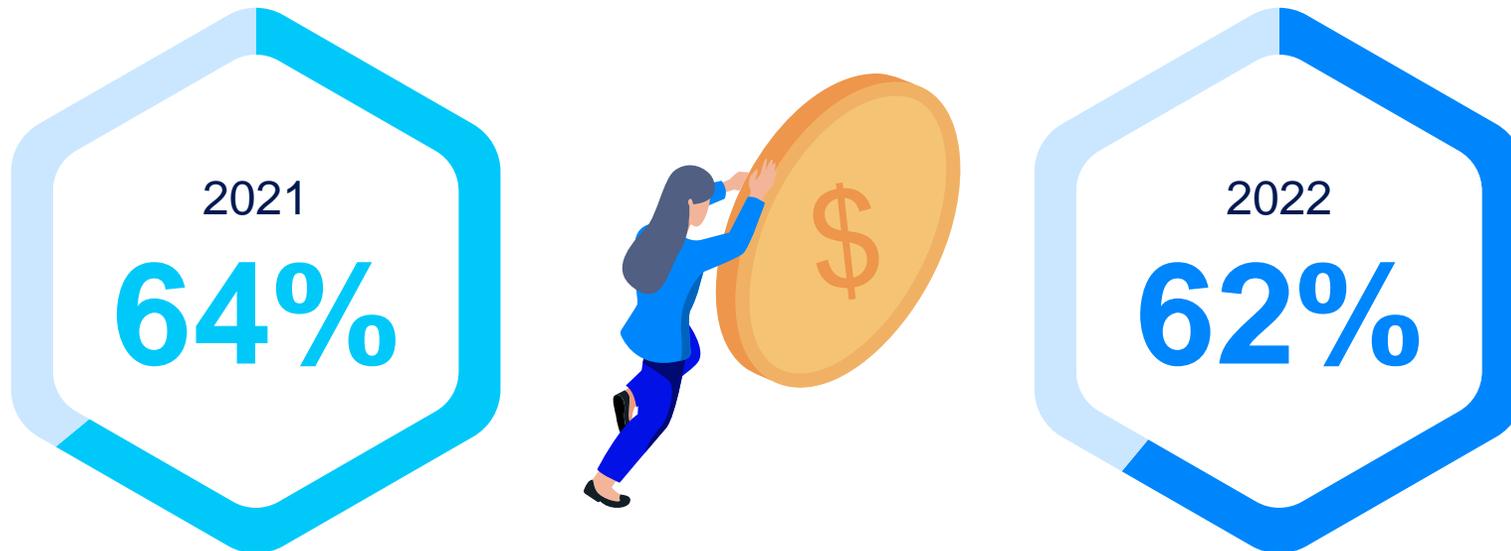
- Organizations are not investing enough in the long-term success of employees.

- Staff worldwide mainly agree that they can see that organizations are investing in their future success. However, there is significant scope for improvement.

Note: Figures indicate TTB%

40

GROWTH OPPORTUNITY

I see desirable growth opportunities for myself in my organization.

2021
51%

2022
49%
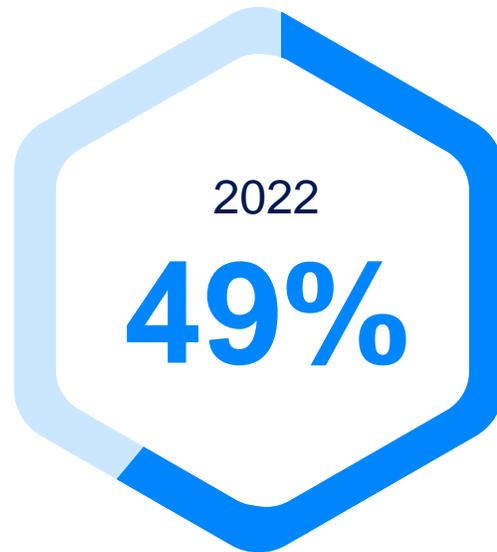
When staff sees genuine opportunities for personal growth, they are much more likely to want to stay at that organization. Contact centers should focus on this area.

Note: Figures indicate TTB%

IMPACT ON JOB SATISFACTION

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

Overall, I feel satisfied with my current job (% strongly agree + agree)

Strongly agree — 91%

Agree — 76%

Neither agree nor disagree — 46%

Disagree — 26%

Strongly disagree — 11%
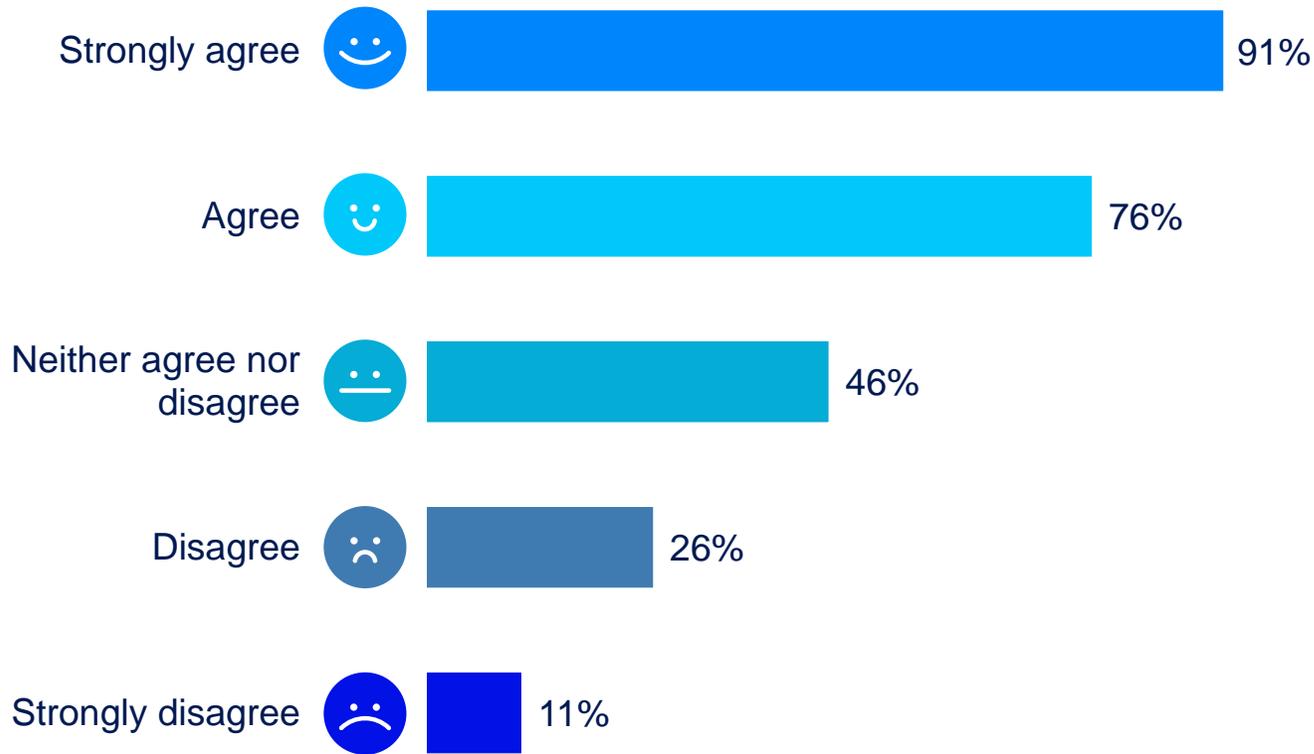
- Staff who feel they get enough opportunities to develop or learn new things are much more satisfied than those who disagree that their organization provides enough development opportunities.

- Positive perceptions about an organization providing enough learning and development opportunities lead to higher job satisfaction among frontline staff.

Note: Figures indicate TTB%

IMPACT ON JOB SATISFACTION

I receive praise/recognition for doing my job well.

Overall, I feel satisfied with my current job (% strongly agree + agree)

|	
Strongly agree	90%
Agree	71%
Neither agree nor disagree	43%
Disagree	28%
Strongly disagree	19%
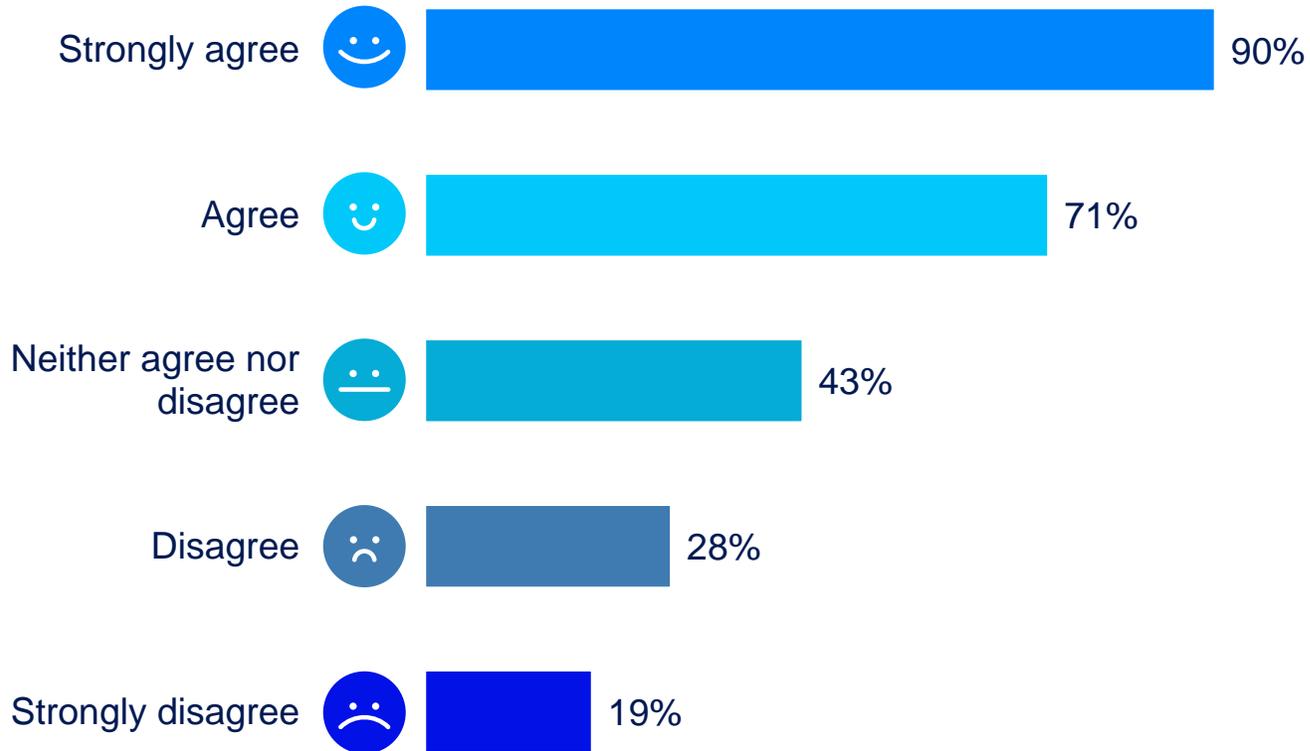
- Giving praise and recognition to staff builds their sense of well-being and adds to their engagement at work.

- It is essential to ensure team leaders can regularly recognize good performance.

- Staff who strongly agree that they get praised/recognized for doing a good job are 4.5x more satisfied than those who strongly disagree.

Note: Figures indicate TTB%

43

IMPACT ON JOB SATISFACTION

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

Overall, I feel satisfied with my current job (% strongly agree + agree)

| Response	TTB%
Strongly agree 🙂	92%
Agree 🙂	75%
Neither agree nor disagree 😐	41%
Disagree 🙁	23%
Strongly disagree 🙁	11%
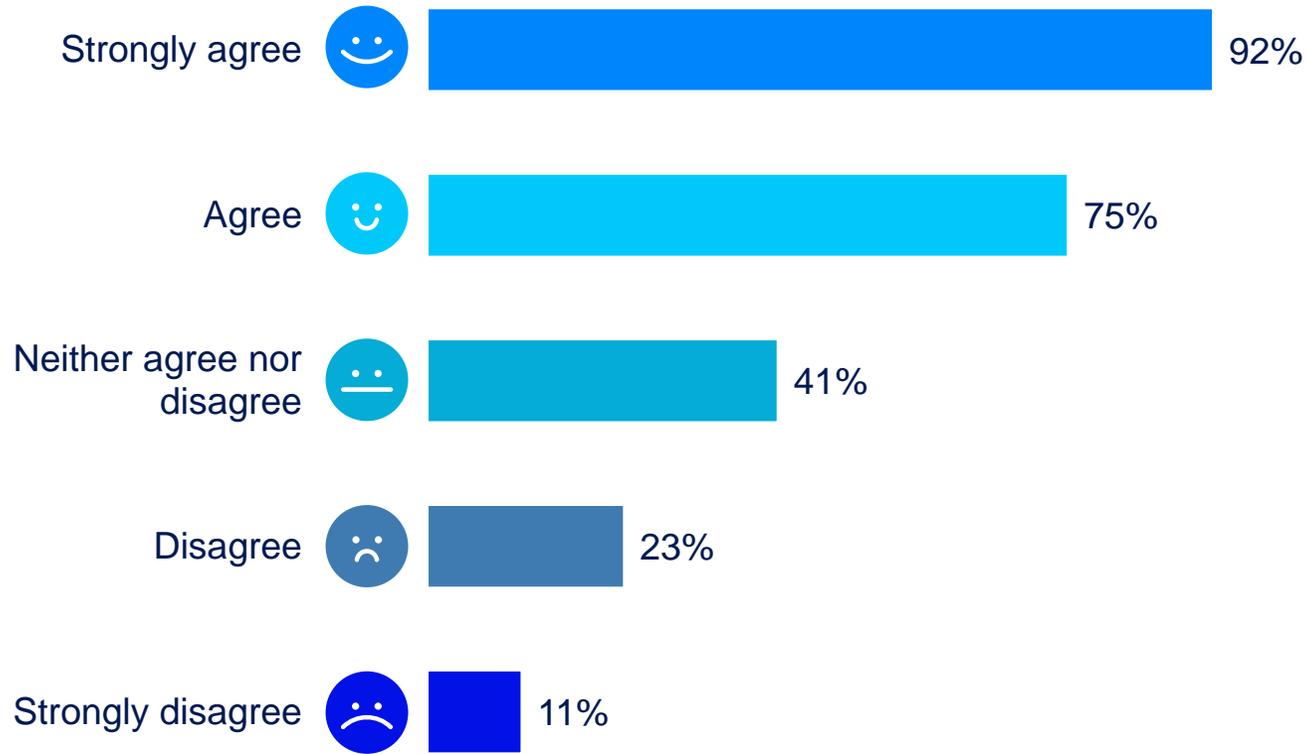
- Staff want to work for an organization that makes investments in their future.

- Staff who strongly agree that their organizations make long-term investments are over 8x more satisfied than staff who work in organizations that don't.

Note: Figures indicate TTB%

IMPACT ON JOB SATISFACTION

I see desirable growth opportunities for myself in my organization.

Overall, I feel satisfied with my current job (% strongly agree + agree)

Strongly agree	94%
Agree	83%
Neither agree nor disagree	55%
Disagree	33%
Strongly disagree	15%
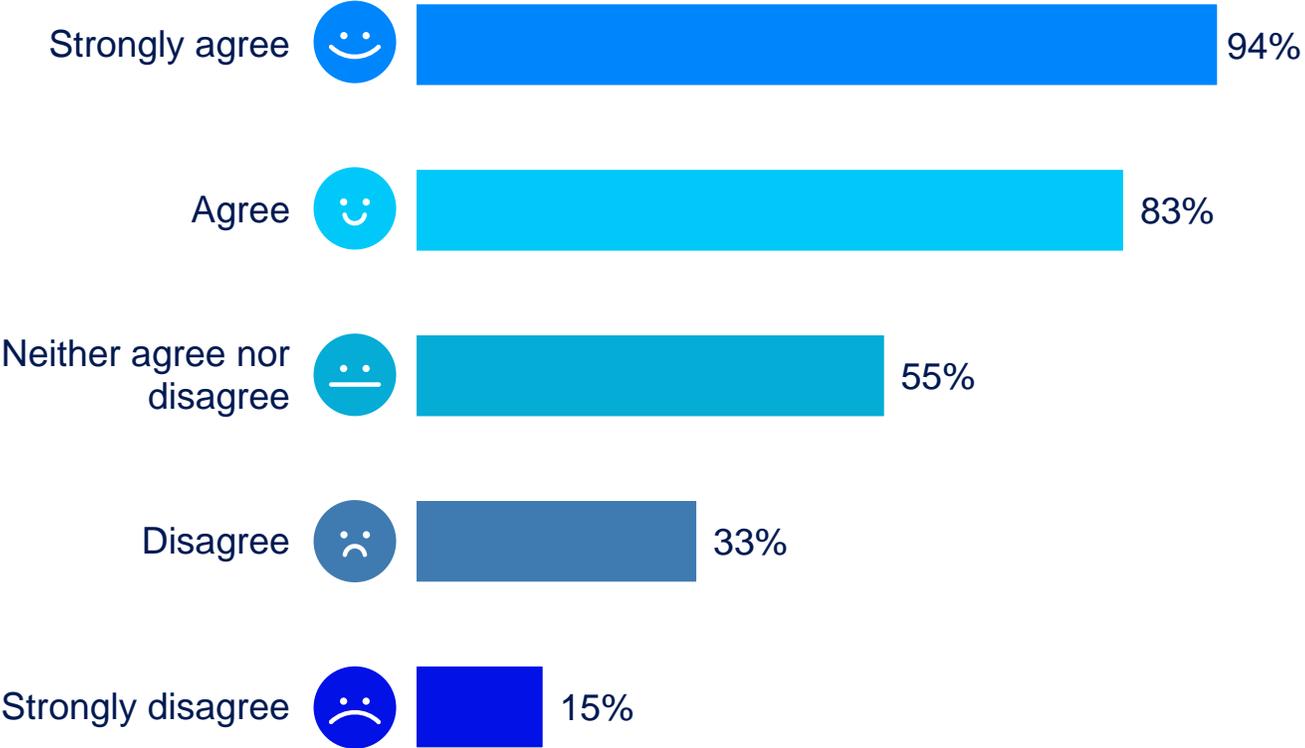
- Staff want to know that they have viable and desirable career opportunities and making those opportunities visible helps create job satisfaction.

- Positive perceptions about an organization providing desirable growth opportunities lead to higher job satisfaction among frontline staff.

- Organizations need to determine how they can create growth opportunities for their staff and how to make them visible.

Note: Figures indicate TTB%

06. Structured Reviews

JOB SATISFACTION

RETENTION

TEAM LEADER RELATIONSHIPS

**GROWTH & DEVELOPMENT**

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 (2022)?

17%
At least once
a week

10%
At least once every
two weeks

30%
At least once
a month

18%
At least once
a quarter

13%
Less than
once a quarter

12%
I do not get formal reviews
of my performance
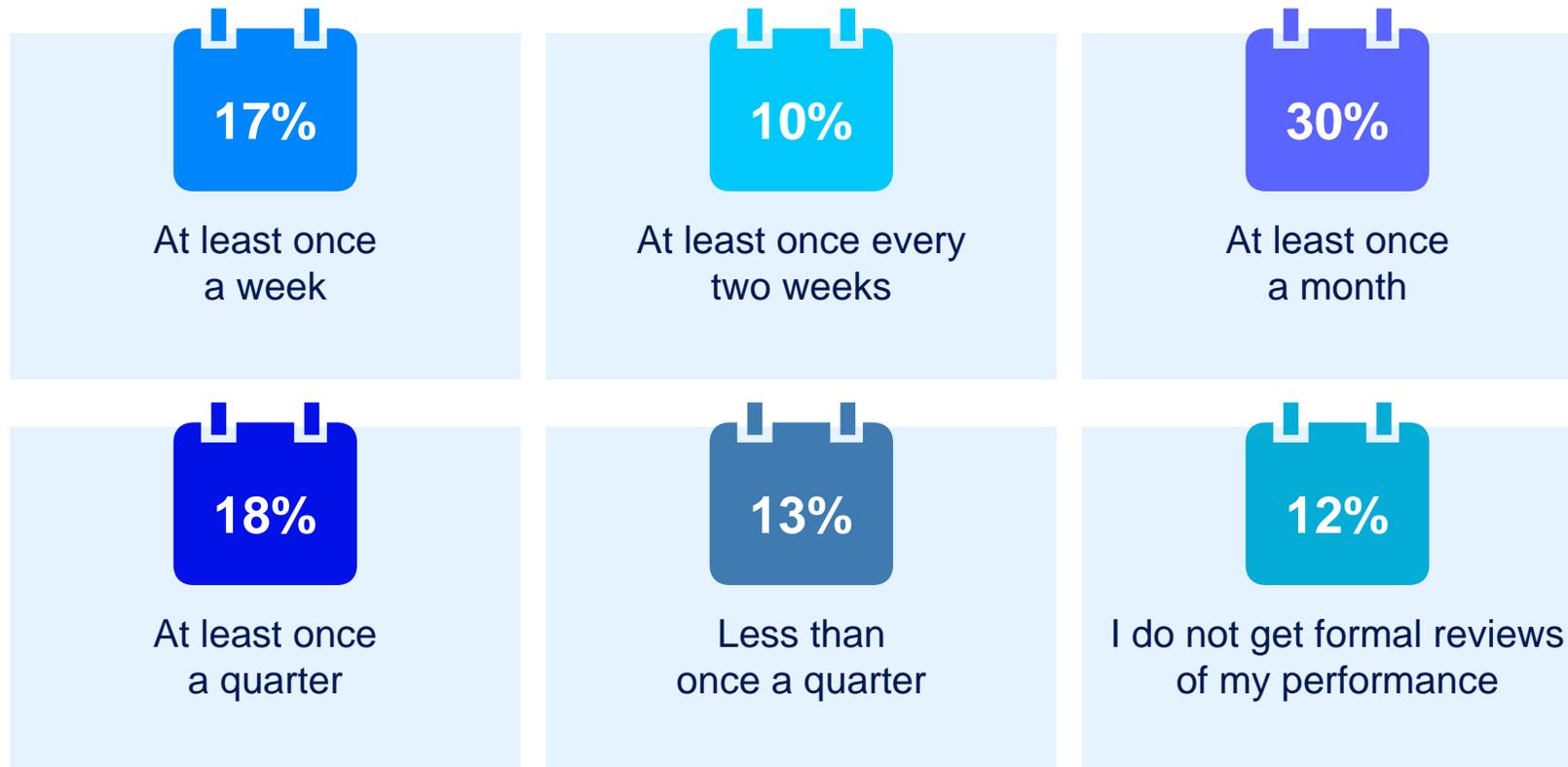
- Just over half of frontline staff say they get one-on-ones at least monthly.

- One-quarter of staff say they get one-on-ones less often than quarterly or don't get them at all.

FREQUENCY OF STRUCTURED REVIEWS & JOB SATISFACTION

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

79%
At least once
a week

70%
At least once every
two weeks

65%
At least once
a month

59%
At least once
a quarter

58%
Less than
once a quarter

44%
I do not get formal reviews
of my performance
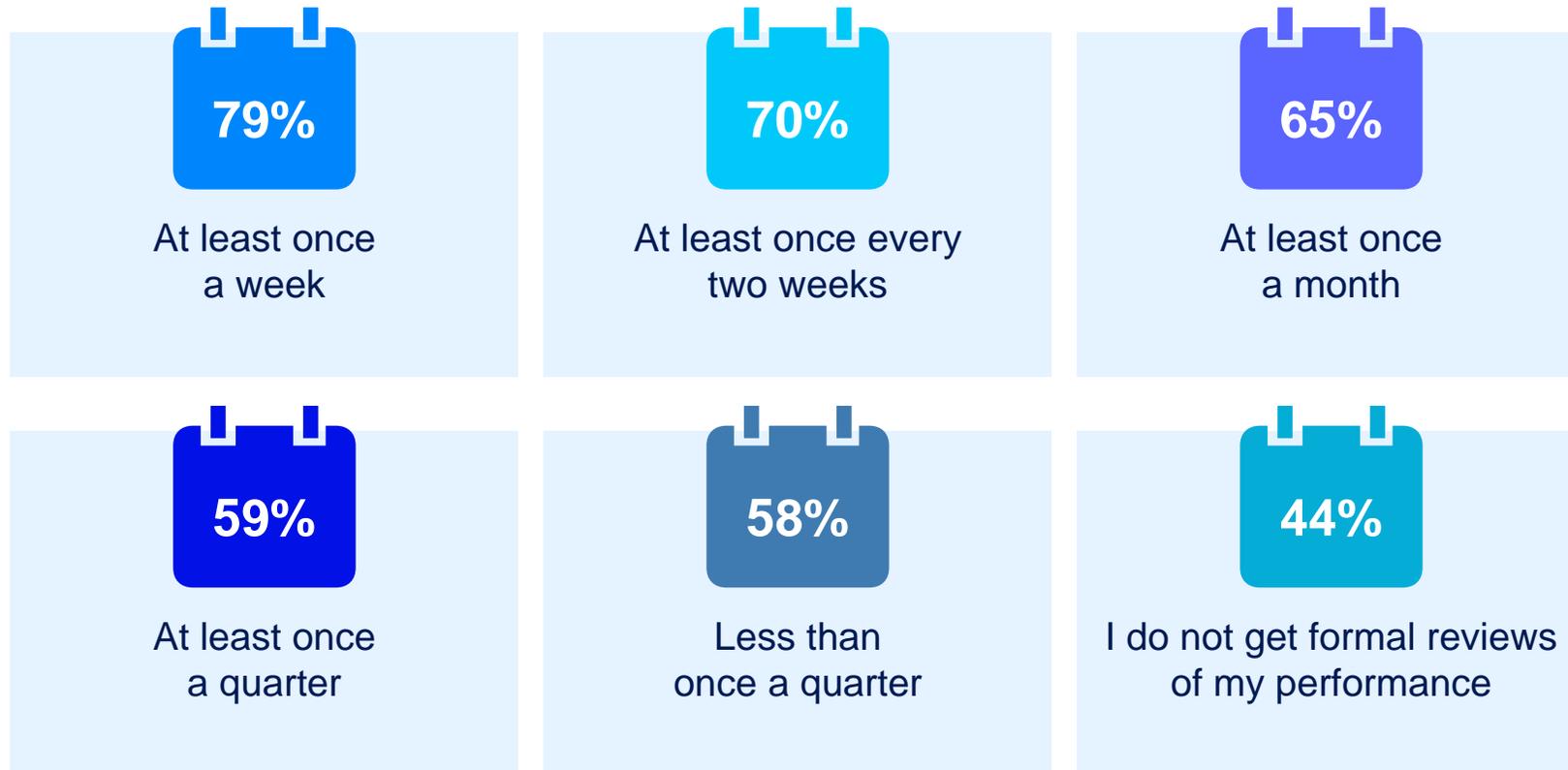
- Spending time one-on-one with a team leader (in person or via video) is important for staff.

- The more frequently one-on-ones occur, the more satisfied staff are.

- It is crucial to ensure that organizations schedule one-on-ones and that they occur regularly.

Note: Figures indicate TTB%

48

FREQUENCY OF STRUCTURED REVIEWS & RETENTION

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

|		
79%	**74%**	**71%**
At least once a week	At least once every two weeks	At least once a month
68%	**61%**	**48%**
At least once a quarter	Less than once a quarter	I do not get formal reviews of my performance
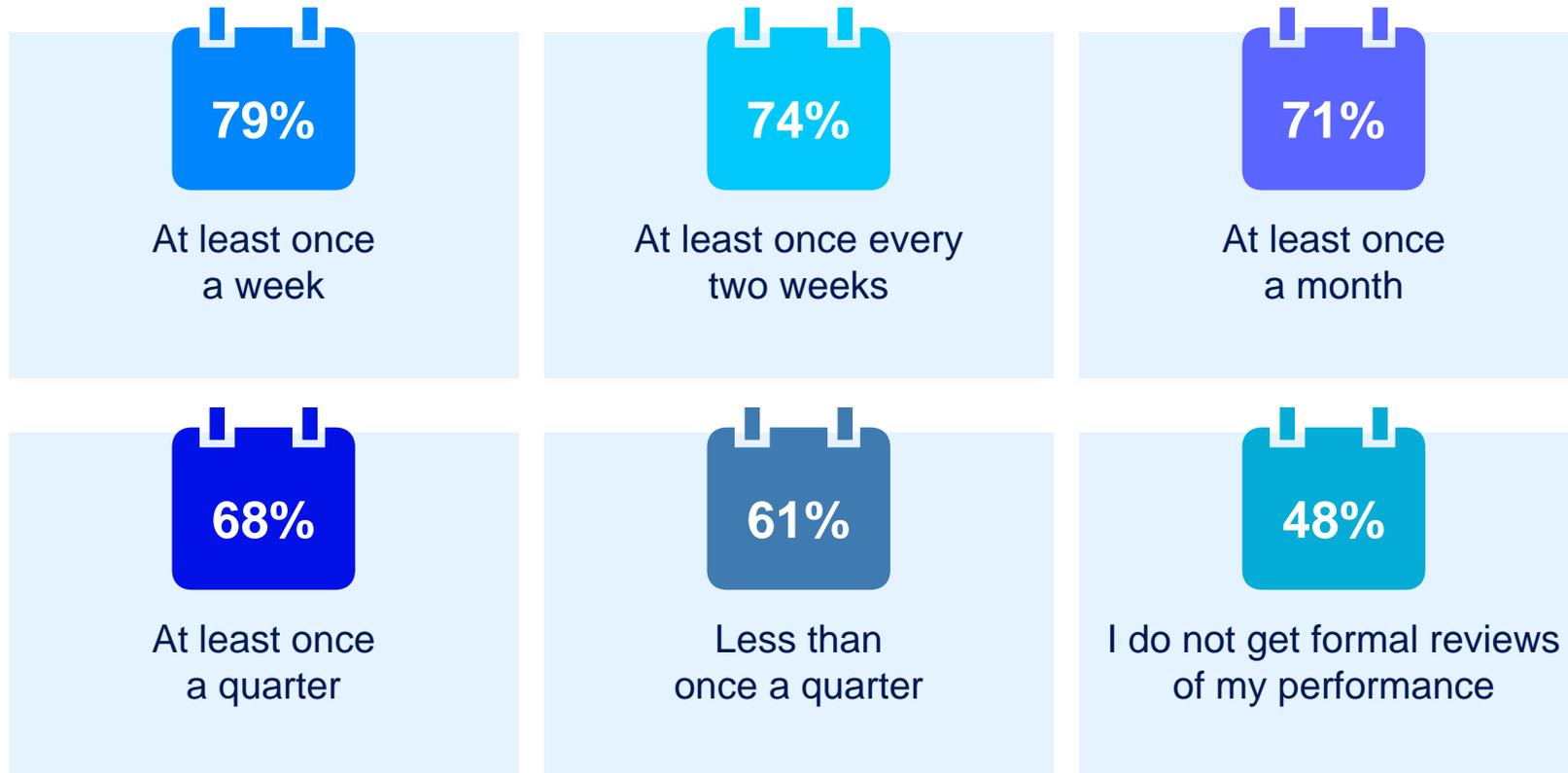
- Staff who receive one-on-ones with their team leaders are more likely to want to stay with their organization.

- The more frequent the reviews, the more likely staff are to continue with their organization.

Note: Figures indicate TTB%

STRUCTURED REVIEWS & JOB SATISFACTION

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

65%
Get structured performance review

44%
I do not get formal reviews of my performance
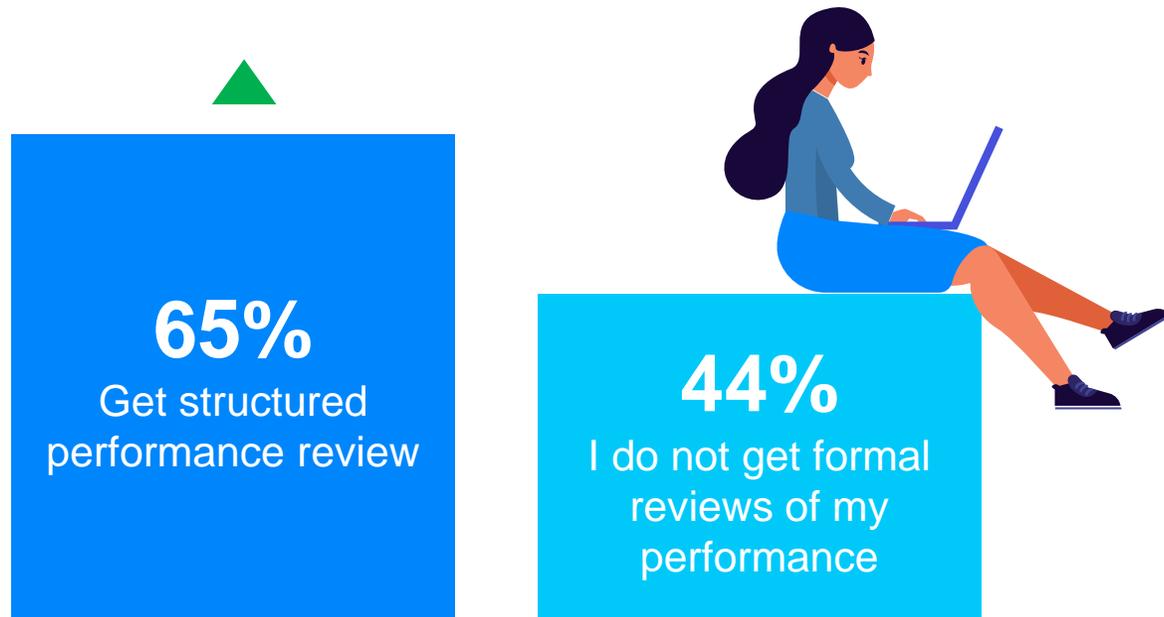
- There is a distinct difference in satisfaction between those staff who get one-on-ones and those who do not.

- While more frequent one-on-ones are preferable, simply having them drives job satisfaction.

Note: Figures indicate TTB%

Scores are significantly higher than frontline staff who do not get formal reviews

STRUCTURED REVIEWS & RETENTION

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

71%
Get structured performance review

**48%**
I do not get formal reviews of my performance

- Staff who get one-on-ones are much more likely to want to remain with their present organization than those who do not get one-on-ones.

- Spending time with staff, listening to their concerns, and reviewing their performance is a great staff retention strategy.

Note: Figures indicate TTB%

▲ Scores are significantly higher than frontline staff who do not get formal reviews

TEAM LEADER RELATIONSHIPS

My team leader has the technical skills to help me when I have questions (% strongly agree + agree).

78%
Get structured performance review

52%
I do not get formal reviews of my performance
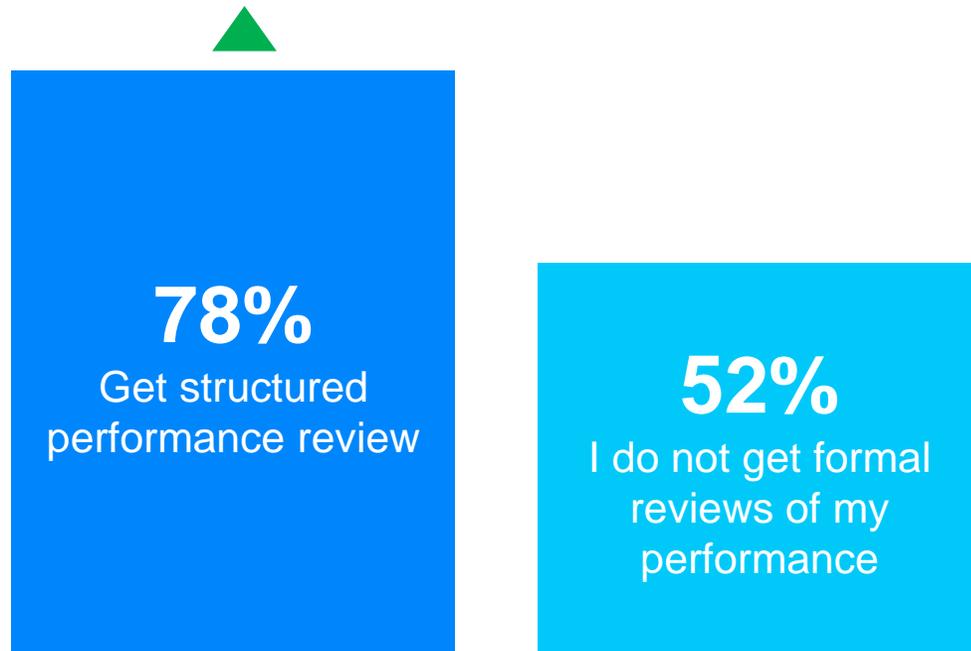
- Increased retention for those who get reviews may be because the one-on-one sessions allow the team leader to answer more technical questions or because team leaders with specialized skills are more willing to have regular one-on-ones with their staff.

- Still, staff who get performance reviews are more likely to believe their team leaders have the technical skills to help them.

Note: Figures indicate TTB%

▲ Scores are significantly higher than frontline staff who do not get formal reviews

TEAM LEADER RELATIONSHIPS

My team leader values my feedback (% strongly agree + agree).

79%
Get structured performance review

46%
I do not get formal reviews of my performance

- The one-on-one performance review is a perfect time for team leaders to listen to their staff and understand what is working or not working in their team.

- Staff who get regular one-on-ones are likelier to believe that their team leader values their feedback.

Note: Figures indicate TTB%

Scores are significantly higher than frontline staff who do not get formal reviews

TEAM LEADER RELATIONSHIPS

My team leader cares about my personal well-being (% strongly agree + agree).

78%
Get structured performance review

50%
I do not get formal reviews of my performance

Given that the one-on-one session is a time for team leaders and staff to talk about work and non-work issues, staff who get regular sessions are likelier to believe their team leader cares about their well-being.

Note: Figures indicate TTB%

▲ Scores are significantly higher than frontline staff who do not get formal reviews

54

TEAM LEADER RELATIONSHIPS

**My manager consistently acts with integrity** (% strongly agree + agree).
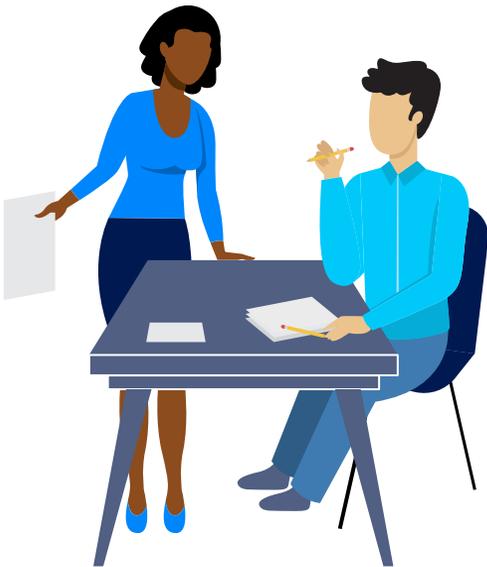
82%
Get structured performance review

54%
I do not get formal reviews of my performance

- The one-on-one sessions shape staff opinions about their leaders.

- Regular one-on-ones mean that staff see their managers in action and allow them to understand the motivation behind their actions.

- Staff who get one-on-ones have a much more positive view of their managers' integrity.

Note: Figures indicate TTB%

▲ Scores are significantly higher than frontline staff who do not get formal reviews

GROWTH & DEVELOPMENT

My organization provides enough opportunities for me to learn/develop (2022).

80%

Get structured
performance reviews

**34%**
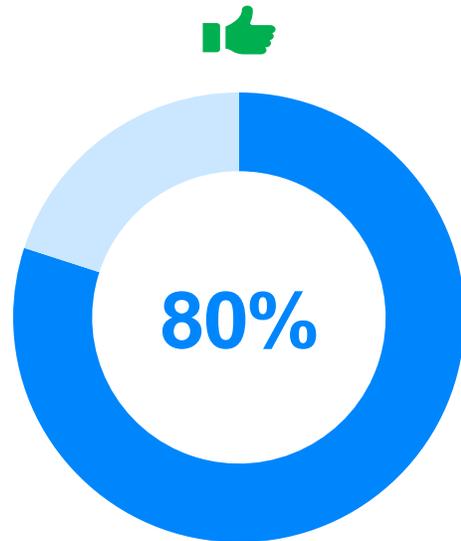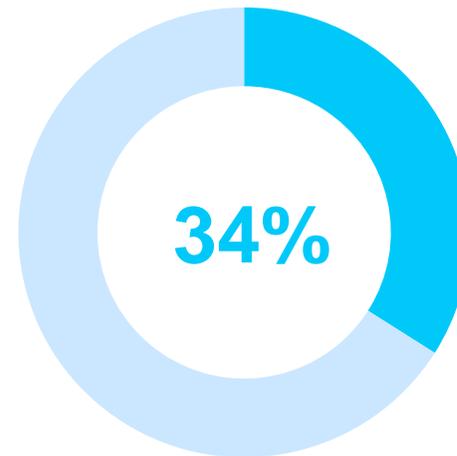
Do not get formal
reviews of performance

Organizations that emphasize communicating with their staff and have the operational discipline to maintain regular performance reviews are the types of organizations that staff see as providing opportunities for learning and development.

Note: Figures indicate TTB%

Scores are significantly higher for staff that get structured performance review

GROWTH & DEVELOPMENT

I receive praise/recognition for doing my job well (2022).

81%

Get structured
performance reviews

33%
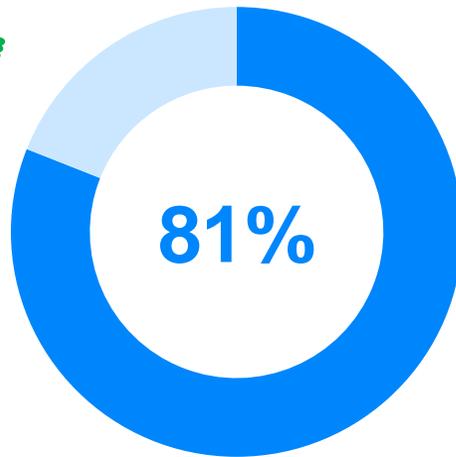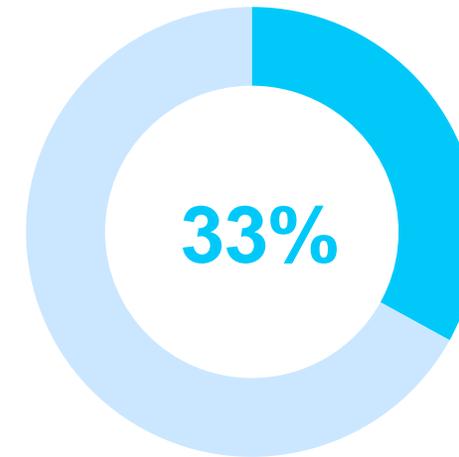
Do not get formal
reviews of performance

Structured performance reviews can be an opportunity for managers
and team leaders to give credit and recognition to their staff.

Note: Figures indicate TTB%

Scores are significantly higher for staff that gets structured performance review

GROWTH & DEVELOPMENT

I see my organization making long-term investments that will support future success (2022).

78%
Get structured performance reviews

50%
Do not get formal reviews of performance
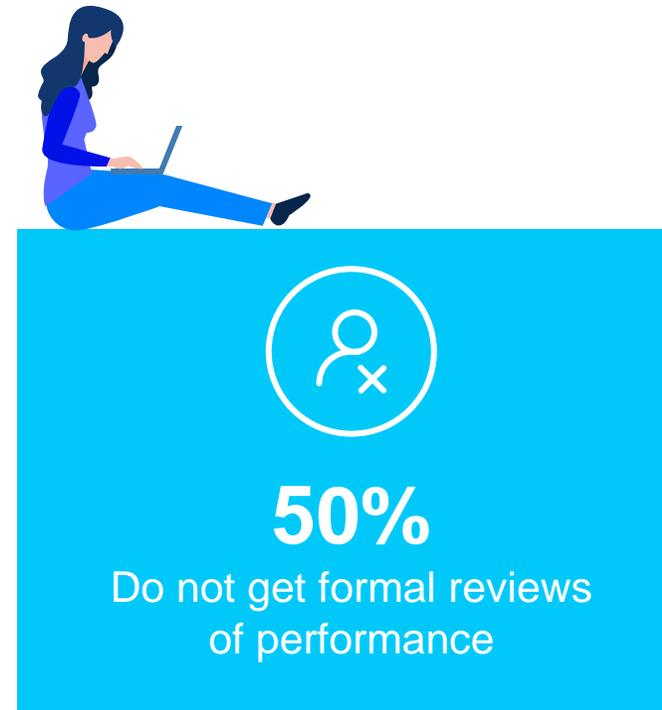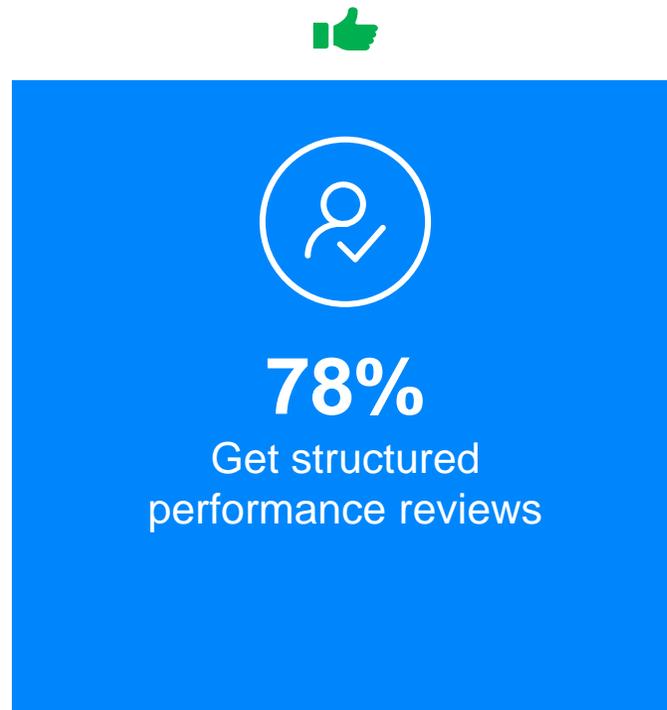
When staff can discuss their performance one-on-one, they can also learn about other organizational endeavors, which improves their perception of whether the organization is making investments for the future.

Note: Figures indicate TTB%

Scores are significantly higher for staff that gets structured performance review

GROWTH & DEVELOPMENT

I see desirable growth opportunities for myself in my organization (2022).

82%
Get structured performance reviews

54%
Do not get formal reviews of performance

When staff can discuss their performance in a one-on-one situation, they can also learn about growth opportunities in the organization.

Note: Figures indicate TTB%

Scores are significantly higher for staff that gets structured performance review

07. Work-at-Home (WAH)

PERCENTAGES	**JOB SATISFACTION**
GEOGRAPHY	**RETENTION**
BPO VS IN-HOUSE	**ONBOARDING**
CONTINUING WAH	**COMMUNTING**

PERCENTAGES

Percentages of work-at-home frontline staff.

26%
2021

36%
2022
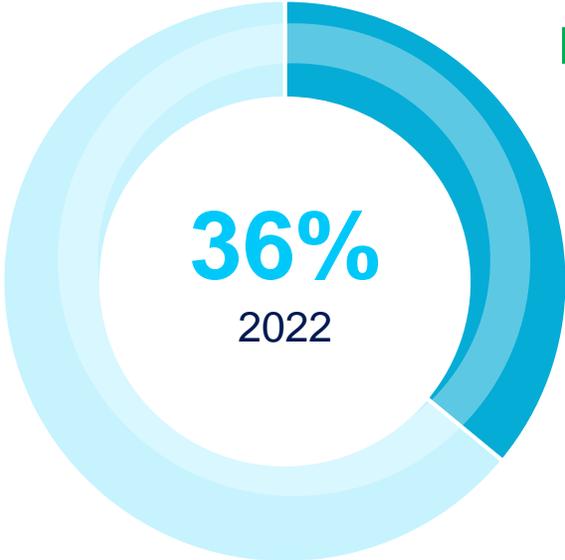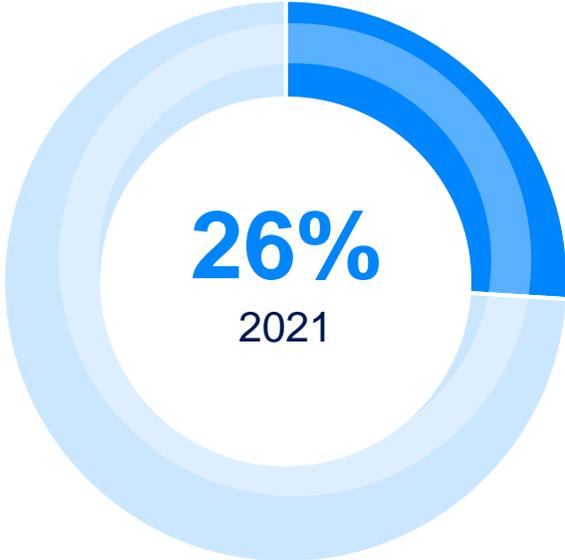
Around the world, there has been a significant increase from 2021 to 2022 in the number of contact center staff who say they work at home.

Note: Figures indicate TTB%

Scores are significantly higher than 2021

GEOGRAPHY

Percentage of work-at-home frontline staff.

■2021 ■2022

	APAC					EMEA			NAM		
	Philippines	India	New Zealand	Australia	SEA	UK	South Africa	MENA	USA	Canada	LATAM
2021	33%	24%	12%	12%	7%	26%			54%	33%	
2022	58%	33%	27%	26%	26%	34%	19%	12%	55%	45%	49%
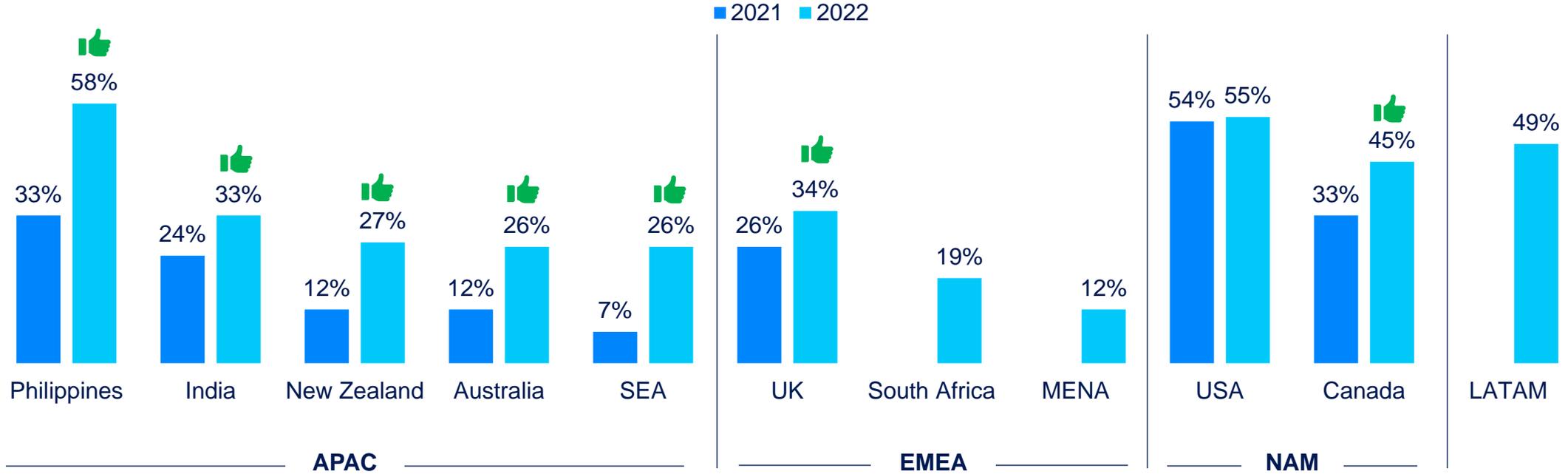
Every geography showed an increase in the proportion of staff working from home apart from the USA (which already had the highest levels globally).

Note: Figures indicate TTB%

👍 Scores are significantly higher than 2021

BPO VS IN-HOUSE

■ 2021 ■ 2022

BPOs: 38% (2021), 47% (2022)

In-house: 23% (2021), 34% (2022)
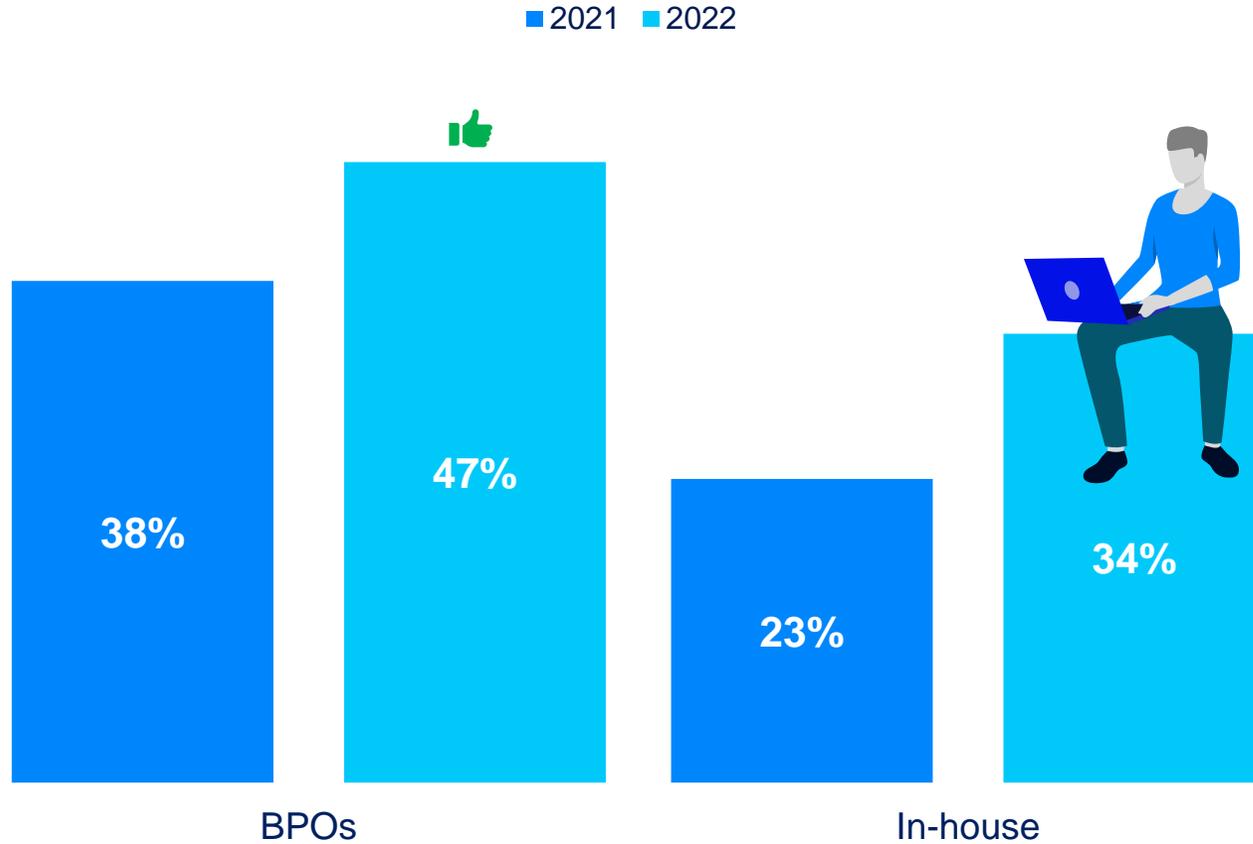
Even with the global shift to work at home across industries, BPOs have always had a higher proportion of staff working at home.

Note: Figures indicate TTB%

Scores are significantly higher for BPOs

CONTINUING WORK-AT-HOME

**Post COVID-19, on average, how many days a week would you want to work at home?**

■ Currently WAH ■ Currently do not WAH

2021

5 days a week - 100% work at home
- 69%
- 35%

Partly want to WAH (1-4 days a week)
- 25%
- 45%

None - I want to work 100% in the office
- 6%
- 20%

2022

5 days a week - 100% work at home
- 72%
- 29%

Partly want to WAH (1-4 days a week)
- 24%
- 47%

None - I want to work 100% in the office
- 4%
- 24%
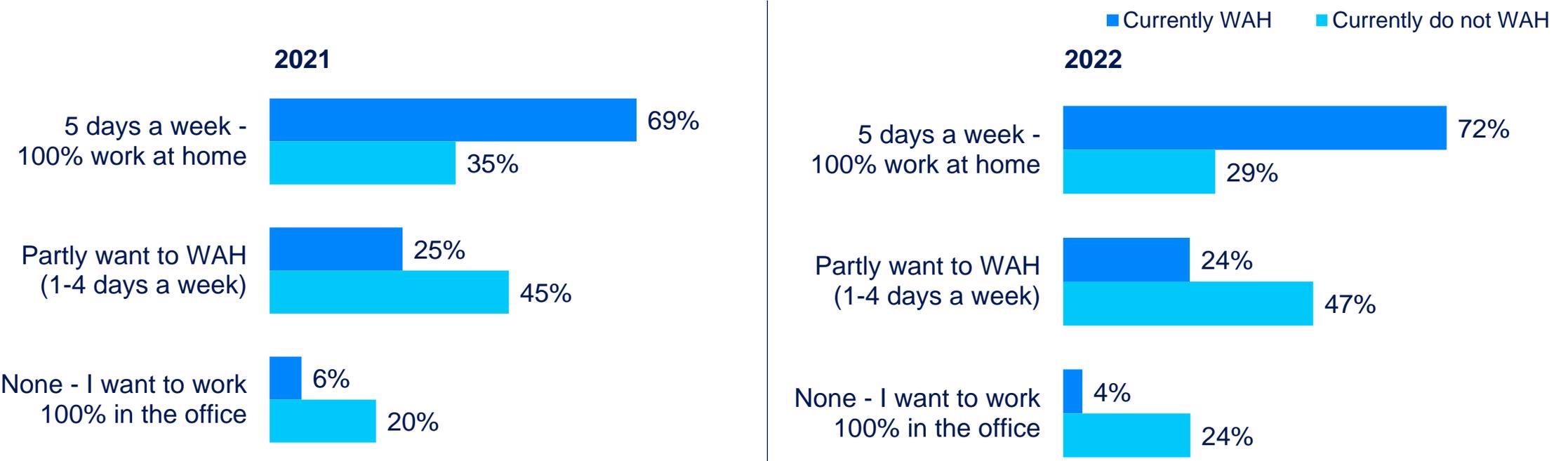
Staff who work at home are much more likely to want to continue to work at home. These individuals have become comfortable with the work-at-home environment and find it easy to continue. Interestingly, almost one in three staff who work in-center also want to work at home full time.

CONTINUING WORK-AT-HOME

My current residence/home has sufficient space for me to work comfortably at home.

91%
Work at home

77%
Do not work at home

Staff who already work at home are more likely to state that they have sufficient space to work comfortably.

Note: Figures indicate TTB%

Scores are significantly higher for WAH frontline staff

JOB SATISFACTION

Overall, I feel satisfied with my current job.

■ 2021 ■ 2022

70%

67%

61%

59%

WAH

Do not WAH
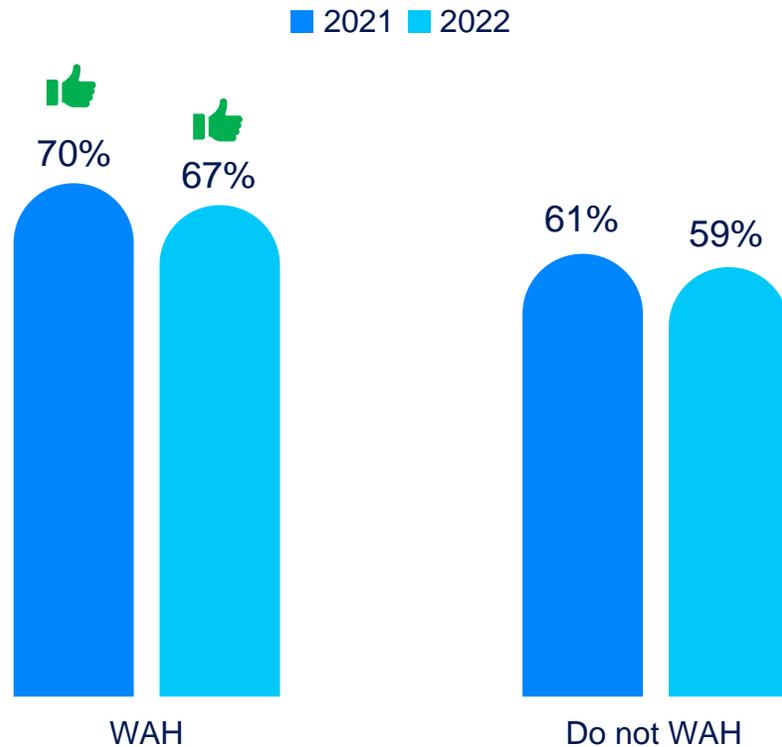
- The shift to work at home has caused an increase in job satisfaction for those staff.

- In 2021 and 2022, the staff who worked from home were more satisfied with their jobs than those who did not.

- It remains to be seen whether job satisfaction for people who do not work at home continues to decline over the next few years.

Scores are significantly higher for WAH frontline staff

RETENTION

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

■ 2021 ■ 2022

👍 75%   👍 73%

68%   64%

WAH   Do not WAH
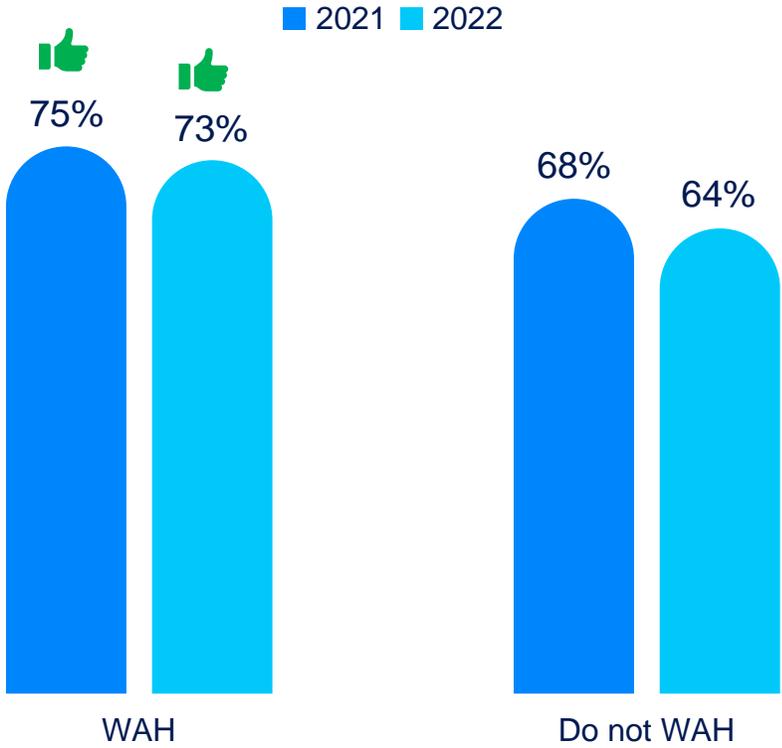
Staff working at home are likelier to say they will remain with their organizations over the next 12 months due to higher job satisfaction and lowered associated costs such as travel.

👍 Scores are significantly higher for WAH frontline staff

ONBOARDING

The recruitment team accurately described the job.

85%

WAH

76%

Do not WAH
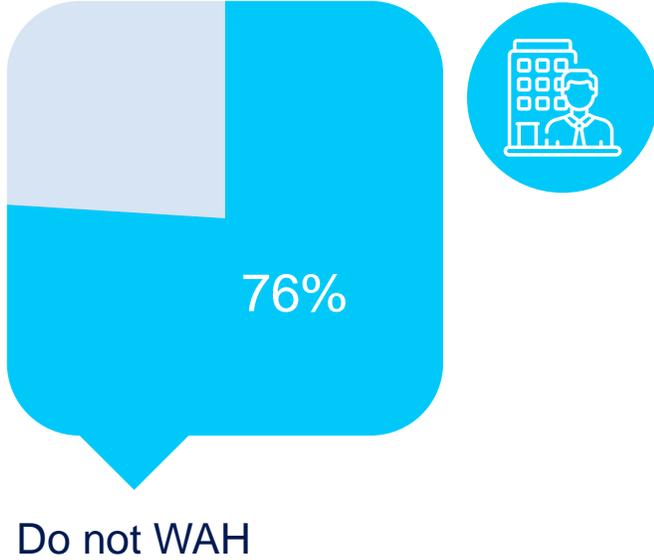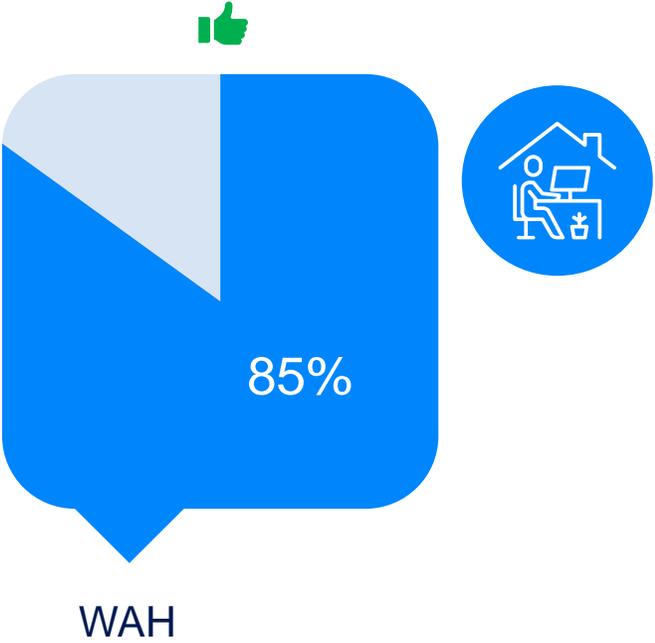
Staff who work at home are more likely to say that the recruitment team accurately described the job to them than those who work in the office.

Note: Figures indicate TTB%

Scores are significantly higher for WAH staff

ONBOARDING

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

WAH
76%

Do not WAH
71%

- There is not a significant difference between the quality of training for staff who work at home compared to those who work in the office.

- However, both sets of respondents indicate room for improvement in the training.

Note: Figures indicate TTB%

COMMUTING

My commute to work is easy.

Overall, I feel satisfied with my current job (% strongly agree + agree)

Strongly agree 😊 79%

Agree 🙂 71%

Neither agree nor disagree 😐 55%

Disagree 🙁 58%

Strongly disagree ☹️ 53%

Note: Figures indicate TTB%
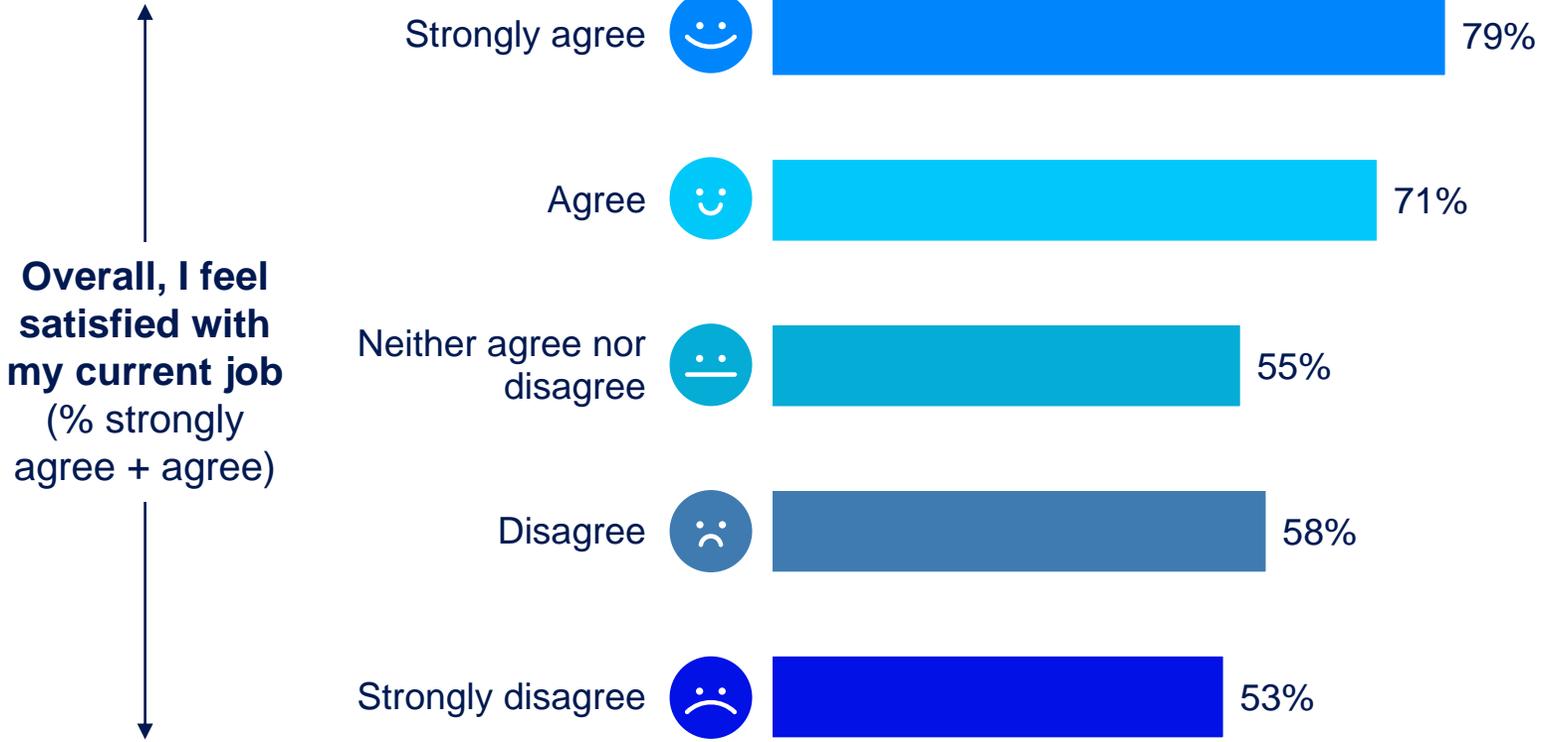
- For those staff who travel to work, the ease of their commute impacts their overall job satisfaction.

- Staff who have a difficult commute to work are much more dissatisfied with their jobs, with only 53% agreeing that they are satisfied.

COMMUTING

Mode of commute and job satisfaction.

Overall, I feel satisfied with my current job (% strongly agree + agree)

51%

Public Transport

74%
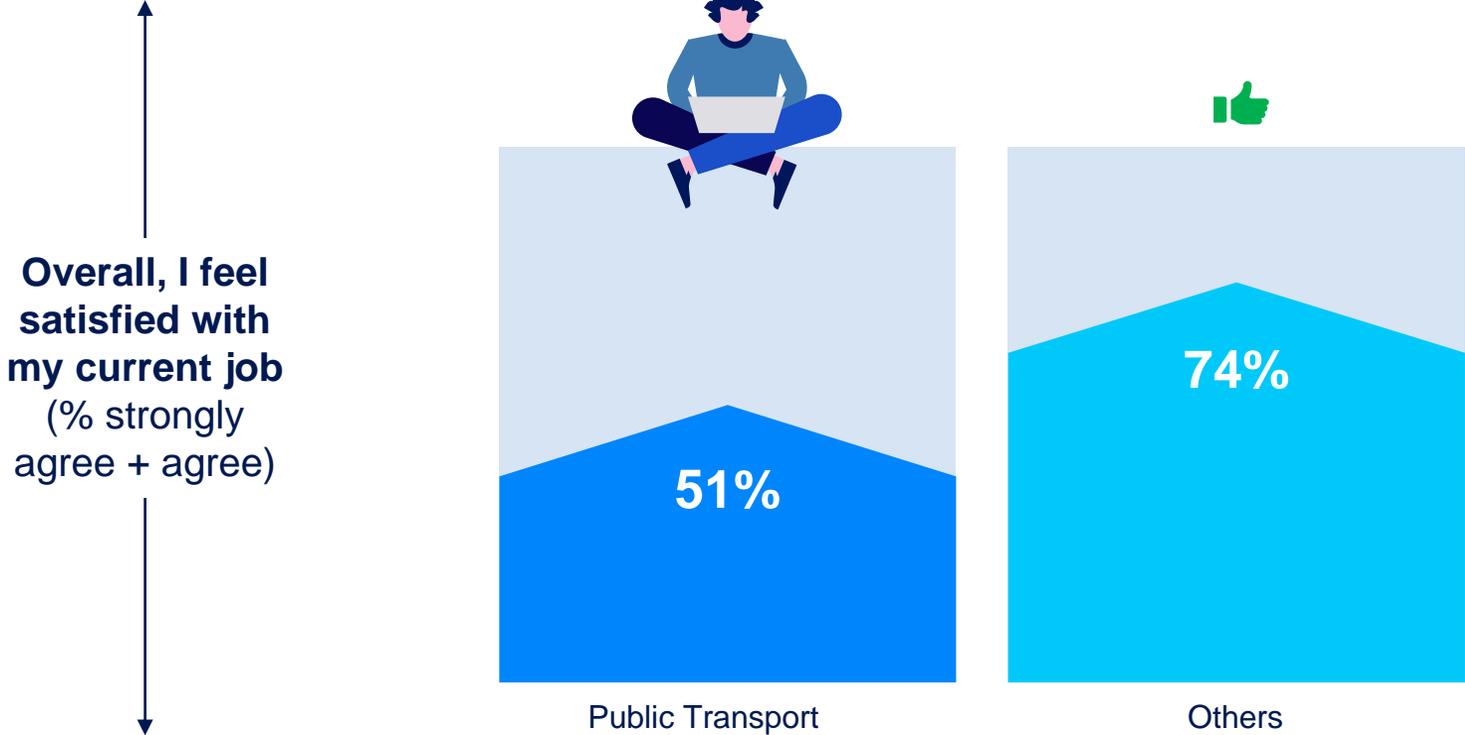
Others

Staff who commute to work via public transport are significantly less satisfied with their jobs than those who use other modes of transportation like using their own car/motorbike or bicycle or walking.

Note: Figures indicate TTB%

Scores are significantly higher than staff who use public transport

08. Non-Frontline Staff

JOB SATISFACTION

RETENTION

TENURE

JOB SATISFACTION

Overall, I feel satisfied with my current job.

2021   **2022**

	2021		2022	
Strongly agree	28%	😊	25%	
Agree	44%	🙂	49%	
Neither agree or disagree	18%	😐	18%	
Disagree	8%	🙁	5%	
Strongly disagree	2%	☹️	3%	

TTB% 2021 72%

TTB% 2022 74%
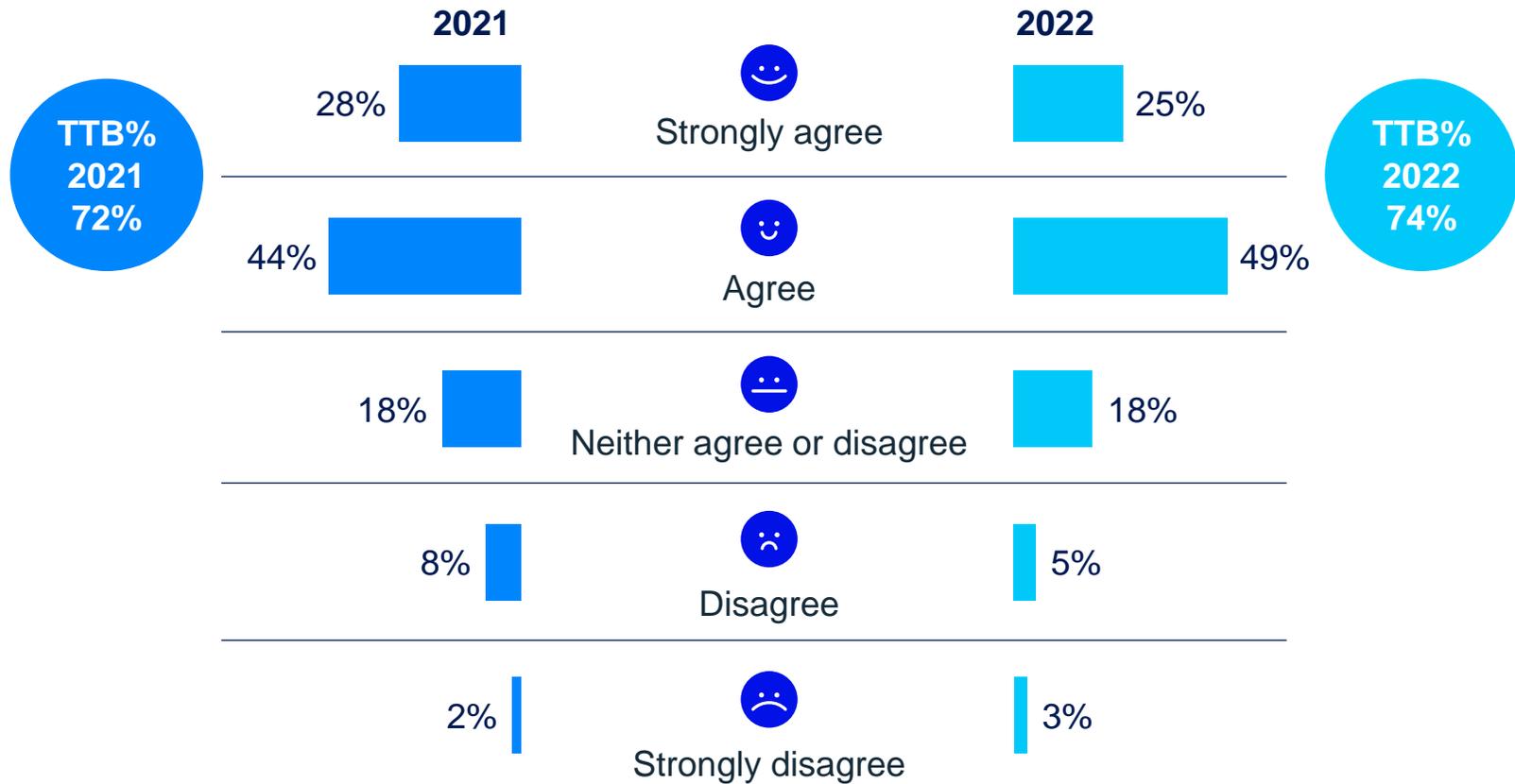
- Data from nearly 1,000 frontline staff show that job satisfaction has remained constant over the last two years.

- The non-frontline staff have much higher job satisfaction levels than frontline staff.

RETENTION

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

■ 2021 ■ 2022

	2021	2022
Strongly agree	41%	41%
Agree	35%	36%
Neither agree nor disagree	16%	15%
Disagree	6%	5%
Strongly disagree	2%	3%

TTB% 2021 76%

TTB% 2022 77%
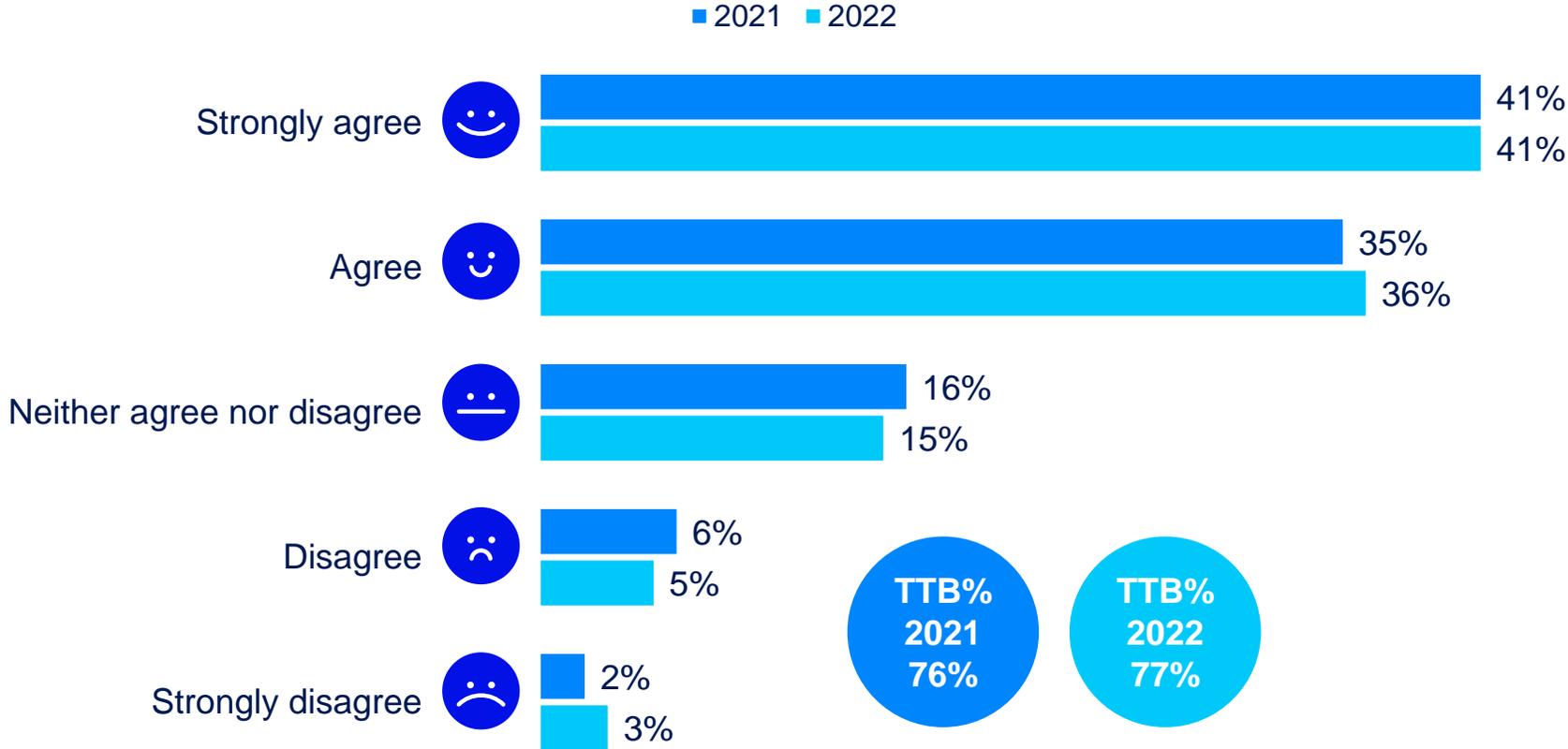
Management and other support staff are more likely to want to continue working in their organization than the frontline staff.

JOB SATISFACTION & 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)

Strongly agree + Agree — 92%

Neither agree nor disagree — 41%

Strongly disagree + Disagree — 16%
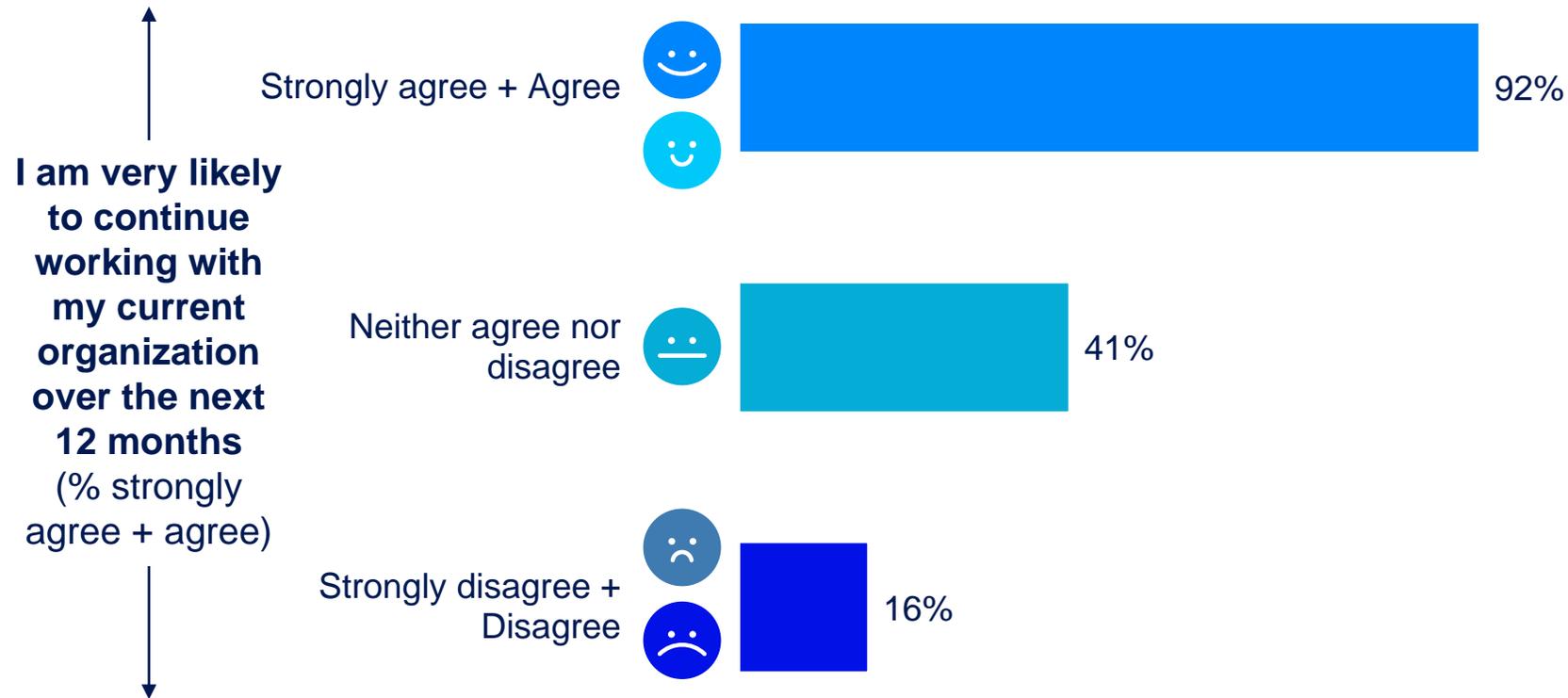
- Job satisfaction in these roles has a significant impact on retention.

- Non-frontline staff satisfied with their current jobs are almost 6x more likely to continue with their present organizations than those who are not satisfied.

JOB SATISFACTION & TENURE

Job satisfaction decreases with tenure.

84%	73%	68%
0−12 months	1−2 years	More than 2 years
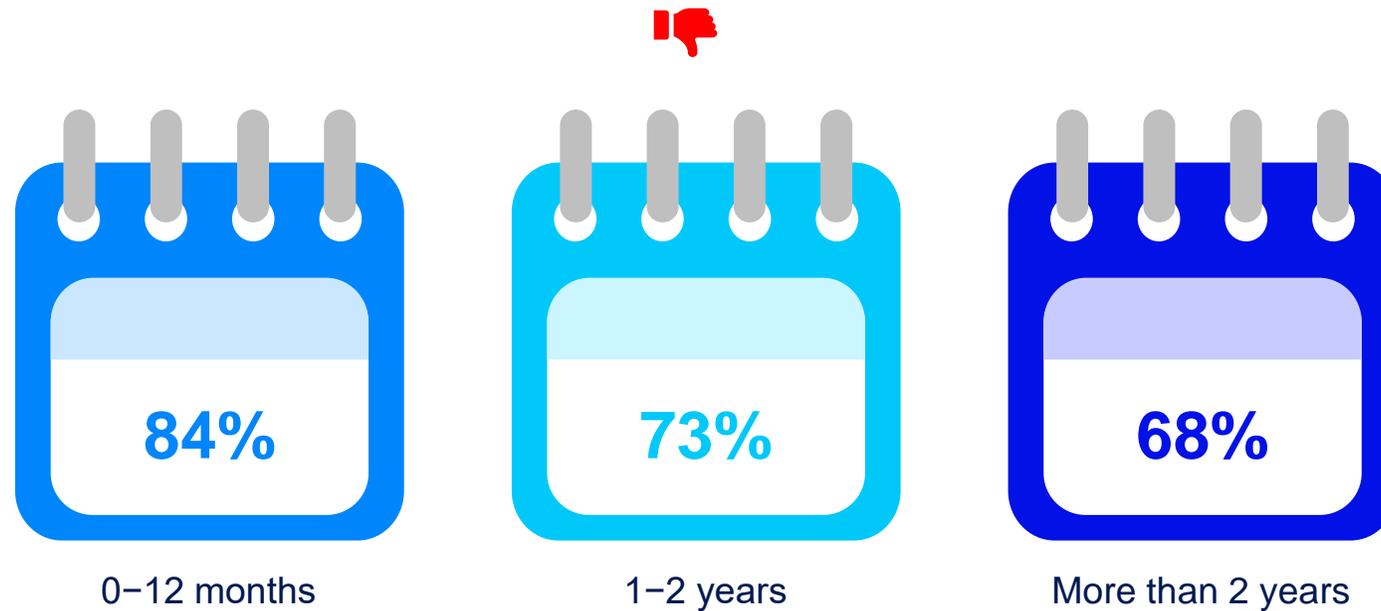
Although job satisfaction is higher in this cohort compared to frontline staff, there is still a decrease in job satisfaction over time for those that stay in their position.

Note: Figures indicate TTB%

Scores are significantly lower than previous tenure band

RETENTION & TENURE

The likelihood to continue decreases with tenure.

83%	**74%**	**73%**
0−12 months	1−2 years	More than 2 years
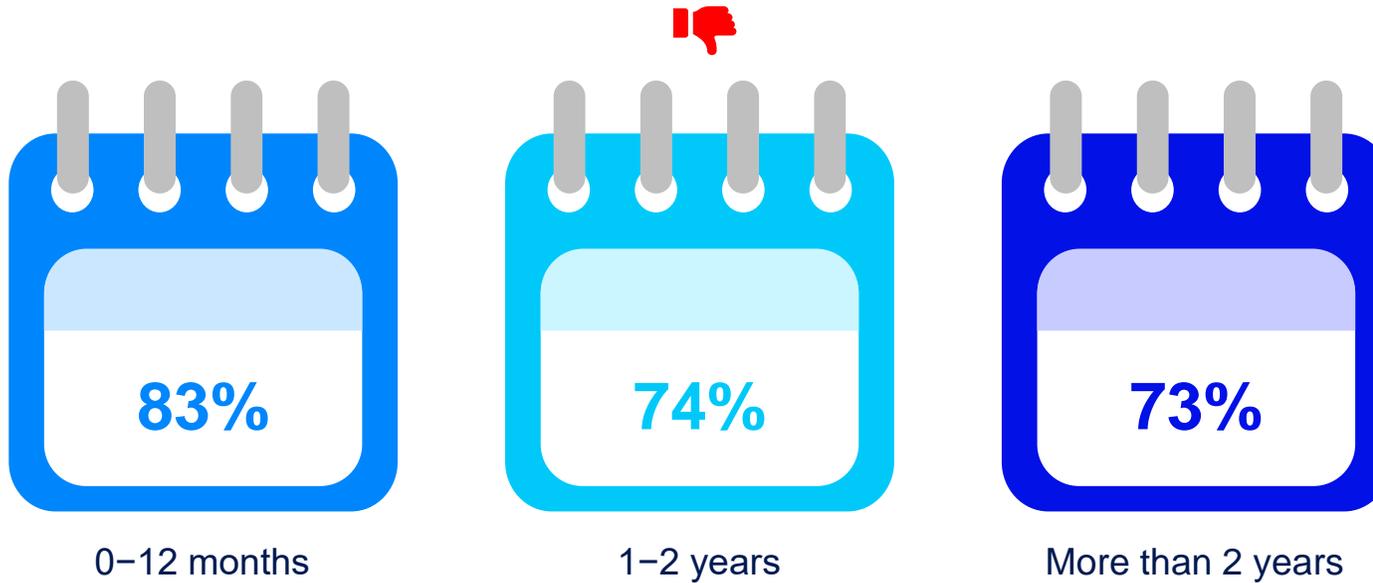
Managers, team leaders and other support staff with longer tenure in a specific role are more likely to look for a new job.

Note: Figures indicate TTB%

Scores are significantly lower than previous tenure band

09. Frontline vs. Non-Frontline Staff

JOB SATISFACTION

RETENTION

JOB SATISFACTION

Overall, I feel satisfied with my current job (2022).

■ Frontline Staff   ■ Non Frontline Staff

Strongly agree 🙂
- Frontline Staff: 19%
- Non Frontline Staff: 25%

Agree 🙂
- Frontline Staff: 44%
- Non Frontline Staff: 49%

Neither agree nor disagree 😐
- Frontline Staff: 20%
- Non Frontline Staff: 18%

Disagree 🙁
- Frontline Staff: 12%
- Non Frontline Staff: 5%

Strongly disagree 🙁
- Frontline Staff: 5%
- Non Frontline Staff: 3%

TTB% Frontline staff 63%

TTB% Non–frontline staff 74% 👍
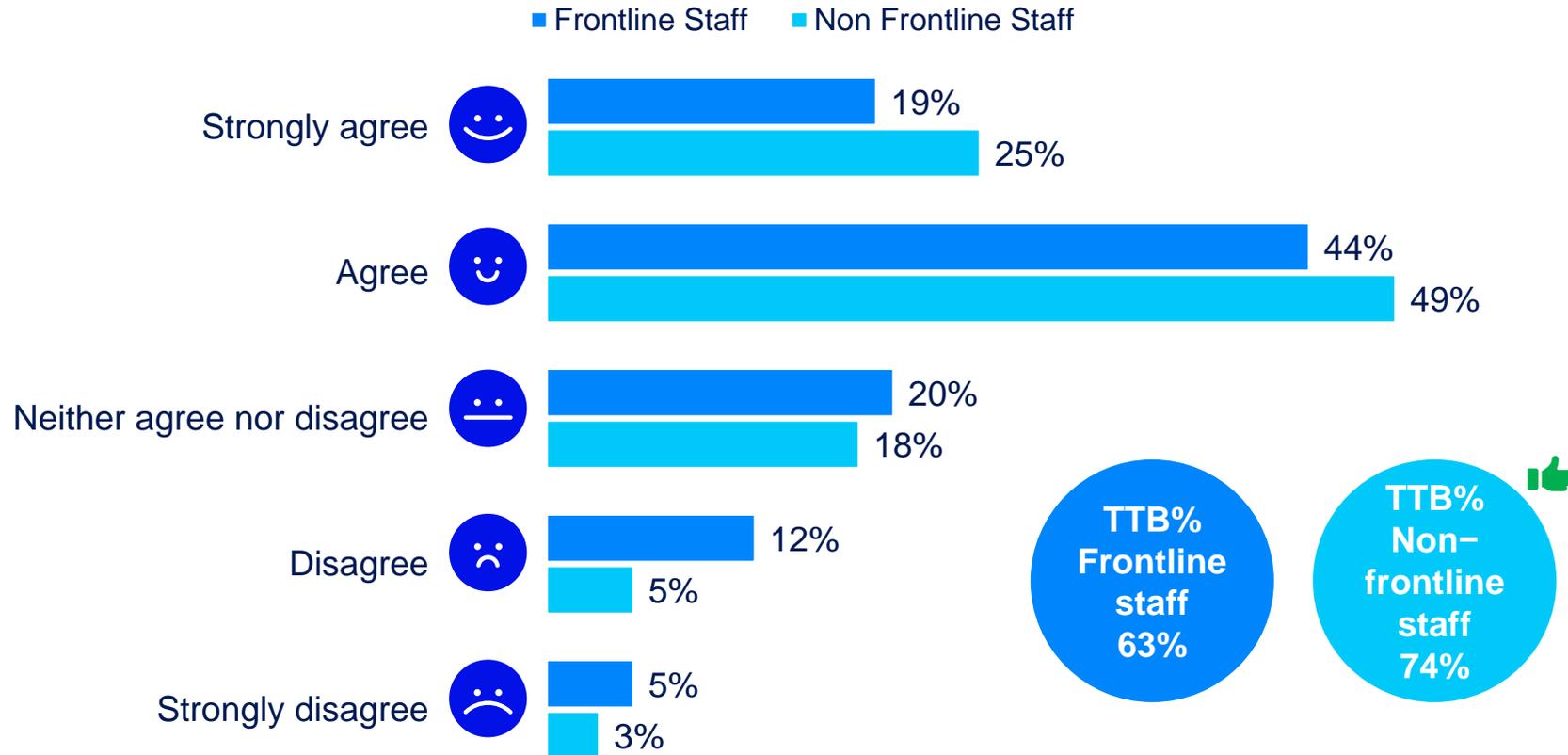
- Non-frontline staff are significantly more satisfied with their jobs than frontline staff.

- The high job satisfaction level may be due to the added responsibility, autonomy, pay and status of their job roles.

👍 Scores are significantly higher than frontline staff

RETENTION

I am very likely to continue working with my current organization over the next 12 months (2022).

■ Frontline Staff   ■ Non Frontline Staff

Strongly agree
- 32%
- 41%

Agree
- 35%
- 36%

Neither agree nor disagree
- 19%
- 15%

Disagree
- 8%
- 5%

Strongly disagree
- 6%
- 3%

**TTB%
Frontline
staff
67%**

**TTB%
Non−front
line staff
77%**
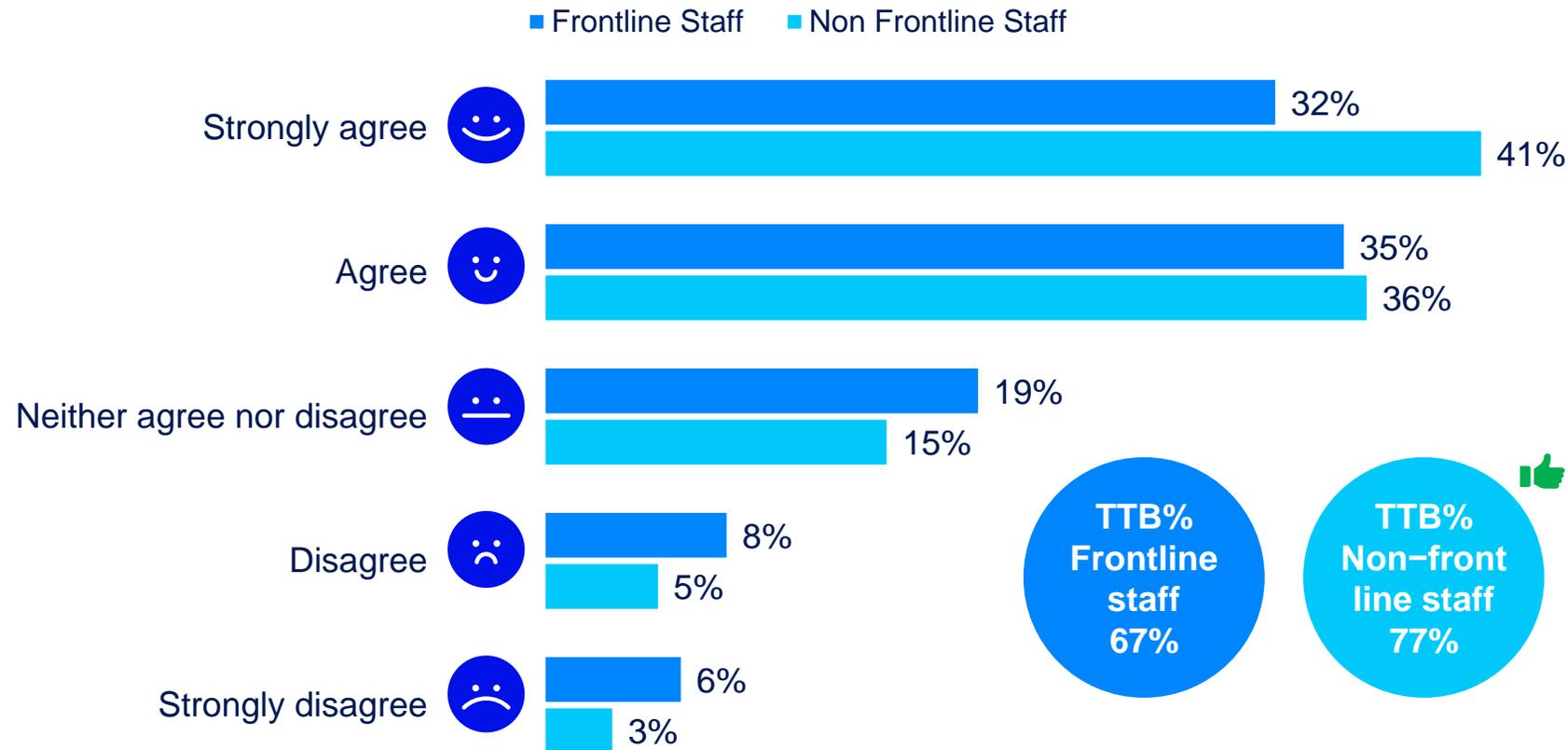
Individuals working in non-frontline roles are more likely to want to remain with their organization.

👍 Scores are significantly higher than frontline staff

STAFF JOB SATISFACTION

Overall, I feel satisfied with my current job (2022).

Role	Score
Frontline Staff (CSR/CSS/Agents/TSRs)	63%
Workforce Management Team (e.g. forecasters, schedulers, real time managers etc.)	70%
Quality Assessors (e.g. QAs, QCs etc.)	71%
Reporting and Analytics (contact center focused roles only)	72%
Training and Staff Development (e.g. Trainers)	73%
Team Leaders / Supervisors	75% 👍
Managers one level above Team Leaders (this is the role that Team Leaders report to)	80% 👍

Non-Frontline Roles

The most satisfied groups are those with people management responsibility – team leaders and managers. Frontline staff has a different perception, by comparison, making it vital to measure employee job satisfaction regularly.

👍 Scores are significantly higher than frontline staff

# 10. Fair Pay

GEOGRAPHY

FRONTLINE VS NON-FRONTLINE

TENURE
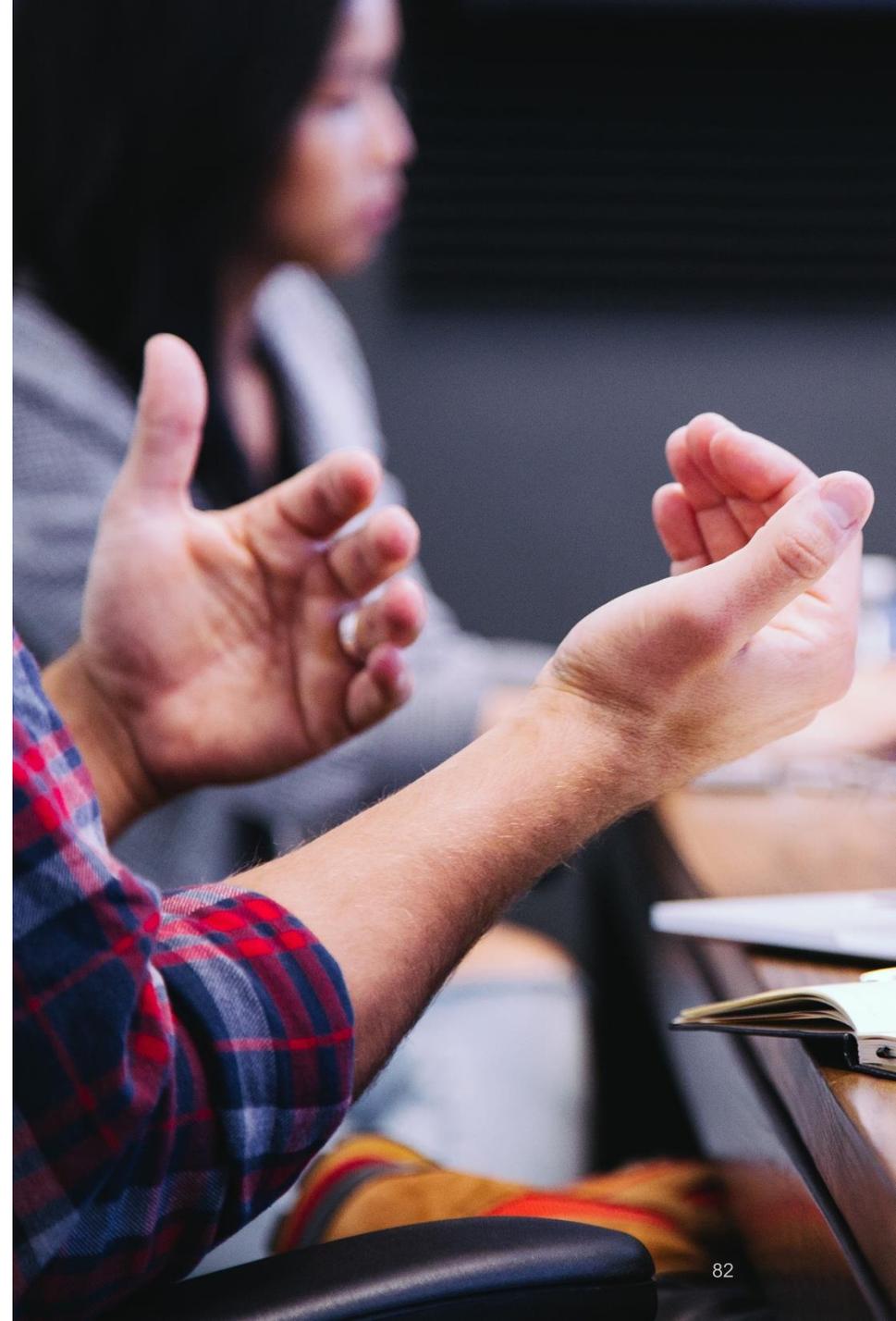
GEOGRAPHY

I am paid fairly for the work that I do (frontline - 2022).

Overall TTB%: 47%

South Africa	MENA	UK	New Zealand	SEA	India	Singapore	USA	Australia	Canada	LATAM	Philippines
35%	40%	40%	41%	44%	47%	48%	48%	48%	50%	56%	69%

Measuring job satisfaction with pay is notoriously tricky, so we asked whether the staff felt they were paid fairly for their work. Staff in the Philippines were most satisfied with their pay. Staff in the UK, MENA and South Africa were significantly less satisfied with their pay.

Note: Figures indicate TTB%

Scores are significantly higher than overall TTB%

Scores are significantly lower than overall TTB%

FRONTLINE VS NON-FRONTLINE

I am paid fairly for the work that I do (2022).

■ Non−frontline staff
■ Frontline staff

Strongly agree 😊
- Non-frontline staff: 14%
- Frontline staff: 13%

Agree 🙂
- Non-frontline staff: 33%
- Frontline staff: 34%

Neither agree nor disagree 😐
- Non-frontline staff: 23%
- Frontline staff: 22%

Disagree ☹️
- Non-frontline staff: 20%
- Frontline staff: 21%

Strongly disagree 🙁
- Non-frontline staff: 10%
- Frontline staff: 10%
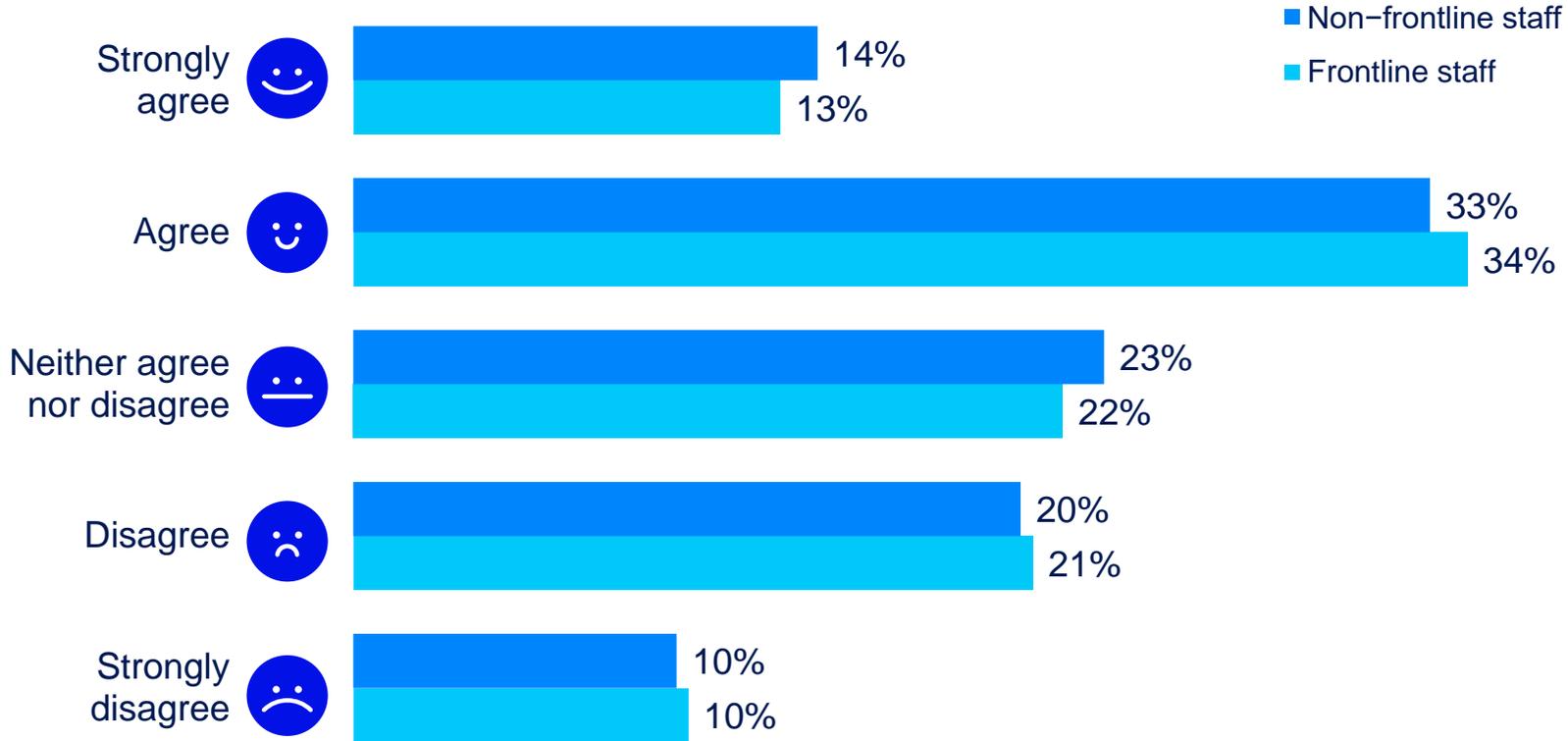
TTB% Non-frontline staff 47%

TTB% Frontline staff 47%

There is no difference in satisfaction with pay between the support staff/management and frontline staff. Less than 50% of respondents in both groups reported they are paid fairly for their work.

TENURE

I am paid fairly for the work that I do (2022).

0−12 months	1−2 years	More than 2 years
59%	**48%**	**41%**
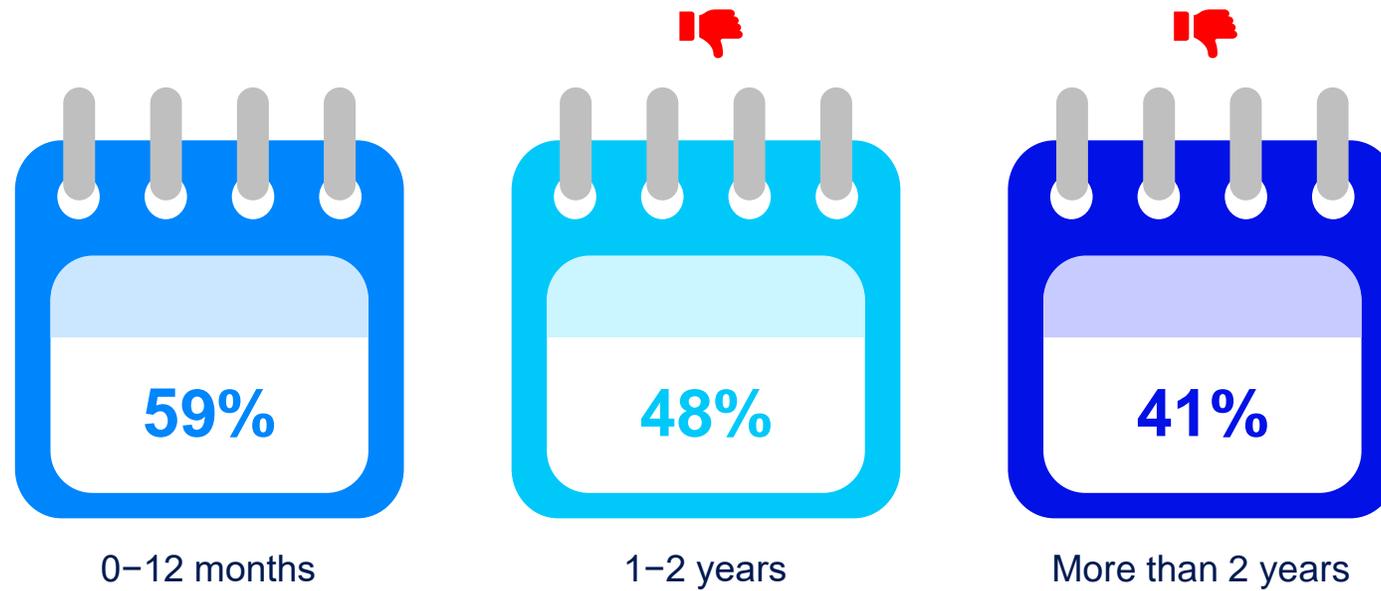
- Staff who remain in their roles for longer become less satisfied with their jobs and pay.

- Each year that staff remains in the same position, there is a significant drop in satisfaction with pay.

Note: Figures indicate TTB%

Scores are significantly lower than previous tenure band

11. Respondent Profile

GEOGRAPHIC COVERAGE

TARGET RESPONDENTS

SAMPLE SIZE

DEMOGRAPHIC BREAKDOWN
FRONTLINE STAFF
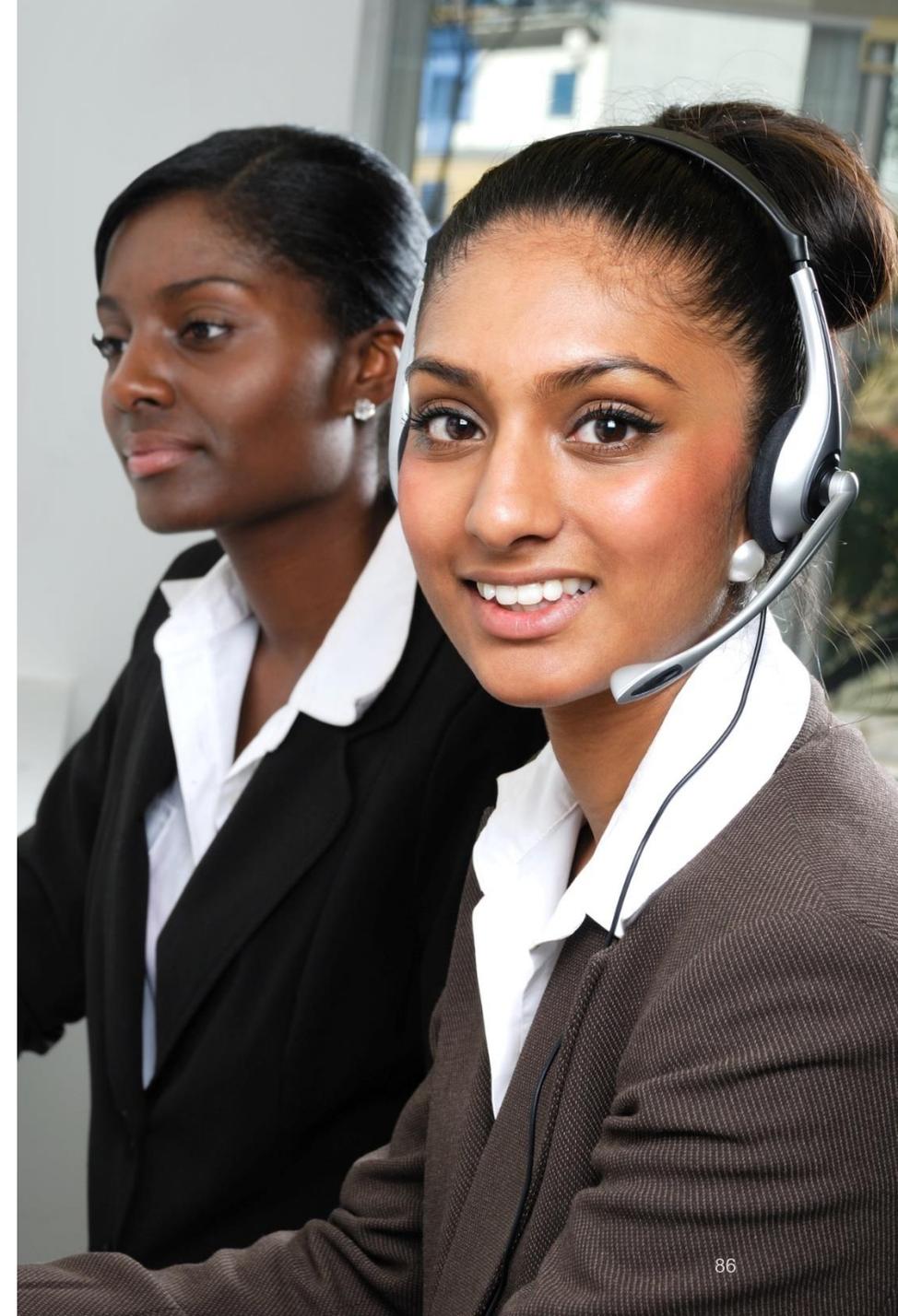
RESPONDENT PROFILE

Geographic coverage

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 in:

Frontline Staff: customer service representative, 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	Frontline	Non-Frontline
APAC		
• Australia	730	105
• India	401	199
• New Zealand	473	47
• Philippines	488	98
• SEA	163	38
EMEA		
• MENA	189	65
• South Africa	513	90
• UK	670	89
NAM		
• Canada	784	133
• USA	442	104
LATAM	238	116

DEMOGRAPHIC BREAKDOWN (FRONTLINE STAFF)

Tenure

- 0-12 Months
- 1-2 Years
- More than 2 years

27%
18%
55%

WAH vs Non WAH

- WAH
- Non WAH

36%
64%

Industries

Industry	%
Outsourcing	17%
Banking	14%
Technology (hardware and/or software)	11%
Transportation, Logistics or Supply Chain	8%
Government/Public Service	8%
Telecommunications (mobile, internet)	8%
Retail	8%
Insurance	7%
Hospital & Healthcare	3%
Health, Wellness & Fitness	3%
Airlines/Aviation	3%
Utilities (electricity, water, gas)	3%
Automotive	2%
Education	2%
Entertainment	2%
Not for Profit	1%
Others*	1%

* Others include real estate, food and beverage, superannuation etc.

12. Research Methodology
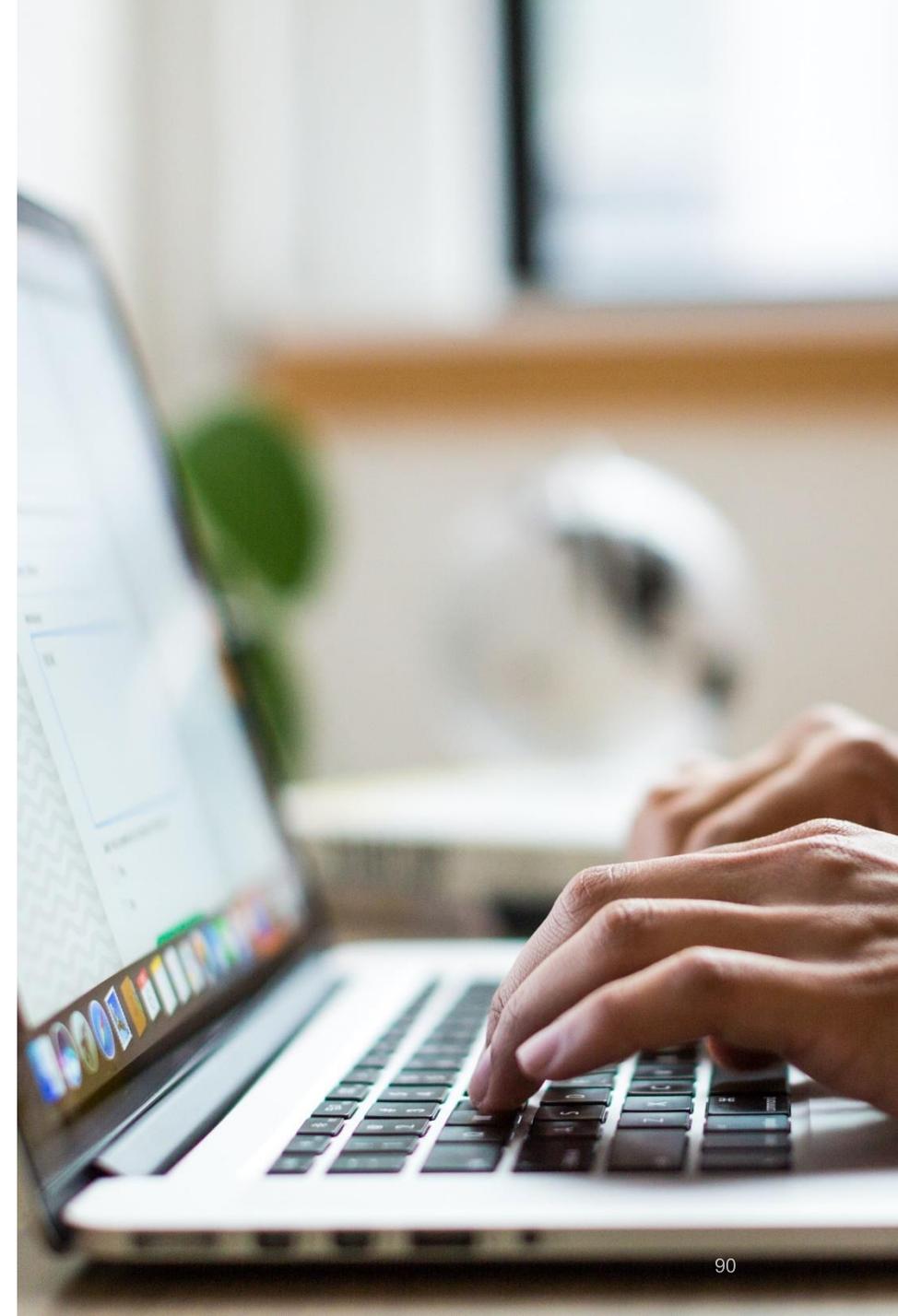
RESEARCH METHODOLOGY

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 once a month to target respondents

03
- The surveys were live from November 01, 2021, to April 30, 2022
- More than 5,000 frontline staff and 900 non-frontline staff participated in the surveys

Thank You