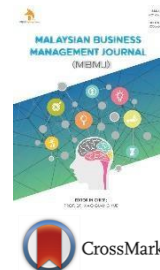




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RESEARCH ARTICLE

THE ROLE OF OPERATIONAL ANALYTICS AND ITS IMPACT ON CLIENT AND CUSTOMER SATISFACTION: EVIDENCE FROM A BPO INDUSTRY IN PASAY, PHILIPPINES

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ABSTRACT

This study examines the contribution of operational analytics to client and customer satisfaction in the Business Process Outsourcing (BPO) industry, with a focus on Pasay, Philippines. In the ever-changing market, companies respond to changes in demand through analytics, making it essential for enhancing service quality and guiding decision-making. The study reviews several analytics approaches, like descriptive, prescriptive, and predictive analytics, data visualization, and natural language processing (NLP). Data show that analysts with more experience tend to utilize these tools more effectively, which is also connected to better satisfaction ratings. Machine learning, on the other hand, is not yet widely used; the increasing use of NLP indicates a shift toward advanced methods, which can potentially strengthen customer engagement. Utilizing both surveys and interviews, this study aims to capture how analysts perceive analytics and how analytics influence satisfaction outcomes. Although the findings are significantly promising, data quality issues and the limited availability of skilled professionals remain existing challenges. Additionally, the study highlights the need for more comprehensive research across industries to enhance our understanding of how analytics affect customer satisfaction. Overall, the study supports claims that operational analytics add value in the BPO industry, helping to bridge performance gaps, build stronger client relationships, and meet customer needs.

KEYWORDS

Operational Analytics, BPO Analytics, Analytics Utilization, Level of Satisfaction

1. INTRODUCTION

The Business Process Outsourcing (BPO) industry is now becoming a significant driver of global growth by helping companies streamline operations and identify ways to reduce costs. In the Philippines, the BPO sector is supporting the economy, with cities like Pasay. Local BPO firms are now offering a range of services, including customer service, IT, and finance. Now, Companies are also facing pressure to deliver better service and strengthen client and customer relationships. The analysis BPO was once viewed primarily as a means to cut costs (Gambal et al., 2022). Still, it now plays a crucial role in driving digital transformation, achieving a competitive advantage, and creating value in both developed and emerging markets (Gambal et al., 2022).

To help meet the ever-changing expectations, many BPO companies are now exploring the addition of operational analytics in their services. This involves the use of data tools and techniques to monitor and enhance daily operations. Using real-time insights, teams can make timely decisions and respond more proactively to performance gaps and client needs. In a service-driven industry where customer experience is paramount, transitioning from a reactive to a proactive approach to problem-solving is crucial.

Despite the growing use of analytics in BPOs, there's still room for research and the need to explore how analytics affects clients and customers,

especially within the Philippine context. Most studies focus on manufacturing or logistics, leaving a noticeable gap in research on service-based industries, such as BPO. This study aims to fill that gap by exploring how operational analytics contributes to satisfaction levels in a Pasay-based BPO firm. Through a mixed-methods case study, this research will examine the relationship between factors such as analyst experience, workload, and the use of analytical tools and their impact on both client and customer satisfaction. By reviewing both survey data and interview results, the research aims to provide insights that help BPO leaders and teams enhance their operations, taking into account the needs of people, clients, customers, and employees in their strategies.

The study aims to answer several core research questions. First, it examines the profiles of analysts in terms of their experience, the number of accounts they manage, and the analytics projects they have completed. Second, it assesses the frequency and extent to which various analytics tools and methods are utilized, including descriptive, prescriptive, and predictive analytics, as well as data visualization, machine learning, and natural language processing (Kumar et al., 2024). Finally, the study also examines perceptions of the impact of analytics on client and customer satisfaction.

2. LITERATURE REVIEW

Business Process Outsourcing (BPO) is the contracting of specialized third-party companies that offer a variety of services in fields such as

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accounting, human resources, information technology, and customer service. This research companies are increasingly seeking BPO's strategic value for process innovation and digital transformation, aside from the traditional cost-saving benefits (Gambal et al., 2022; Gambal et al., 2022). As attested by the study of Huang et al. (2021), BPO services encompass both back-office and front-office operations. Back-office involves internal processes. Payroll, record management, and data entry are some of the back-office processes. At the same time, the front office includes customer-facing activities. Call center operations, technical support, and sales functions are examples of front office services (Huang and Weerasinghe, 2021).

A review made explains the advantages of BPO (Gambal et al., 2022; Gambal et al., 2022; Huang et al., 2021). These include cost savings from economies of scale and labor arbitrage, access to technologies and expertise that improve service quality and process efficiency, and enhanced competencies that enable innovation and a competitive advantage. This research BPO also presents challenges (Clear et al., 2021). These include the loss of operational control, which can lead to inconsistencies in quality and misaligned key performance metrics; cultural and communication differences, especially in cross-border collaborations; and risks related to data privacy, security, and governance, which necessitate robust frameworks and a comprehensive compliance process.

As attested by the studies, the rise of data-driven decision-making has created a need for operational analytics, which are defined as tools and methodologies that analyze real-time or near-real-time data to optimize business functions (Feng and Shanthikumar, 2022; Feng and Shanthikumar, 2022; Taylor, 2022). As a study operational analytics utilizes real-time and near-real-time data analysis to enhance business operations and decision-making (Taylor, 2022). Taylor demonstrates how integrating streaming data into operational workflows enables rapid identification of inefficiencies, reducing response times and improving overall service quality. A review made provides a comprehensive survey revealing that process-oriented analytics, including descriptive, diagnostic, predictive, and prescriptive methods, support continuous operational improvement and root-cause analysis across organizations (Khan et al., 2023; Khan et al., 2023). As attested by the study recent developments in integrating data analytics into operations management have focused on data integration and decision support systems that enhance performance in supply chain and production environments (Feng and Shanthikumar, 2022; Feng and Shanthikumar, 2022).

That Research the use of advanced analytics capabilities such as real-time dashboards, anomaly detection, predictive maintenance, and prescriptive recommendations enables firms to achieve significant gains in efficiency, customer satisfaction, and decision agility (Feng and Shanthikumar, 2022; Khan et al., 2023; Taylor, 2022). Effectiveness in operational analytics stems from leveraging a suite of advanced tools and methods. The following are key categories with scholarly support. Based on the analysis descriptive analytics provide historical insight and context, and e-commerce firms effectively utilize this type of analysis to enhance customer satisfaction and operational responsiveness (Fu et al., 2022). According to the data analysis demonstrates that big data-driven predictive analytics significantly improve supply chain performance and service reliability by forecasting future trends and behaviors (Wamba et al., 2021). As attested by the study prescriptive analytics recommends efficiency in decision-making based on predictive outcomes and has several applications, including in healthcare and manufacturing (Moesmann and Pedersen, 2024).

As observed in recent studies, machine learning is a powerful tool for extracting insights from operational data, particularly in customer segmentation, fraud detection, and churn prediction. This is consistent with the study ensemble and deep learning models such as XGBoost and Random Forest have better performance compared to traditional methods like logistic regression in terms of accuracy and recall for customer churn prediction (Sharma et al., 2023; Sharma et al., 2023). Additionally, natural language processing (NLP) is applied in BPO to analyze unstructured customer interaction data, such as call and chat logs. Previous research has shown that the use of transformer-based models, such as DistilBERT, facilitates practical entity-level sentiment analysis in BPO conversations, thereby enhancing the understanding of customer satisfaction and service quality (Fu et al., 2022).

Based on the findings of the implementation of analytics as a more proactive service delivery has a positive impact on client satisfaction, leading to better client experiences (Mahajan et al., 2025). They conducted a longitudinal study across retail and service industries, identifying that

enhanced business analytics capabilities, particularly predictive models, led to statistically significant improvements in customer satisfaction scores over four years. Their analysis reveals that companies with higher analytics maturity experienced a 15 percent increase in customer satisfaction ratings compared to those with lower maturity. As attested by the study machine learning-based predictive models applied in e-commerce platforms achieved over 90 percent accuracy in forecasting customer satisfaction, which is very promising, identifying key drivers such as delivery speed and timeliness of communication (Nguyen et al., 2024). A review by in the logistics and delivery services sector demonstrated that companies using predictive analytics reduced delivery delays by 25 percent, which translated to improved client satisfaction and loyalty metrics (Davis and Kumar, 2023). These findings confirm that companies leveraging operational analytics, particularly predictive techniques, can anticipate client needs, personalize services, mitigate operational issues, and substantially enhance satisfaction outcomes (Kumar, 2009).

In a recent study, indicates that recent research reveals a strong connection between operational analytics and enhanced customer satisfaction (Wu, 2023). They studied how marketing analytics contributes to customer satisfaction and found that firms using analytics-driven insights achieved a significant rise in satisfaction scores, especially in dynamic market conditions where agility is critical. Their longitudinal study showed that analytics usage at one point predicted improved satisfaction over time. As attested by the study the use of operational analytics in bank call centers resulted in a 10 percent reduction in complaint resolution time and a 12 percent increase in Net Promoter Scores (Rai, 2022). According to research in the food service sector found that over 70 percent of customers reported higher satisfaction when real-time analytics were used to optimize service operations and personalize engagement (Cheng et al., 2024). Together, these studies confirm that operational analytics, whether in marketing, banking, or hospitality, can enhance customer engagement, reduce complaint cycles, and improve loyalty metrics, ultimately proving instrumental in boosting satisfaction levels.

Although extensive research has been conducted on the role of operational analytics in customer experience and organizational performance, several key areas require deeper empirical exploration. According to research most studies focus on a limited set of industries, such as retail, manufacturing, and supply chain management, while only a small fraction addresses the BPO sector (Orellana et al., 2024). They emphasize that contact center analytics, particularly in BPO, remains under-researched. Their work employs a causal inference approach in airline contact centers; however, similar sector-specific studies are still lacking. As attested by the study there is a need for longitudinal, customer-centric evidence (Mahajan et al., 2025). While their research links business analytics capability with customer satisfaction, the sample spans retail and service industries, not BPO. This suggests the need to validate whether similar trends persist in BPO environments over time. A study also highlights the lack of quantitative metrics for customer satisfaction (Mahajan et al., 2025). While qualitative benefits of analytics in enhancing customer experience are frequently reported, there is a scarcity of quantitative satisfaction-based metrics, such as CSAT and NPS, directly linked to operational analytics implementations in call centers or BPO settings. These gaps highlight the need for empirical, sector-specific research in BPO that employs longitudinal, analytics-driven approaches to measure direct impacts on client and customer satisfaction.

3. METHODS

Twenty analysts from a Business Process Outsourcing (BPO) company in Pasay City, Philippines, participated in the study. They completed a survey distributed via email using Microsoft Forms. The questionnaire included Likert scale items and open-ended questions intended to gather both quantitative and qualitative data on their use of operational analytics and their perceptions of client and customer satisfaction. Several research findings Likert-type scales are widely used in social science research to quantify perceptions (de Winter et al., 2024). Table 1 presents the adjectival ratings used in the Likert scale. This study will utilize Spearman correlation analysis through Jamovi to examine the relationships among key variables, including analyst tenure, the number of accounts handled, the number of completed projects, and the level of analytics tool usage.

4. CASE STUDY DESIGN UTILIZING MIXED METHODS

A case study approach is employed in this study to examine the impact of operational analytics on client and customer satisfaction, specifically in a BPO company based in Pasay City. The research successfully captured real-world practices, challenges, and outcomes related to operational analytics. These detailed and contextualized outcomes are possible by focusing on just one organization. Compared to broader surveys, the outcome has greater depth and detail.

Additionally, a mixed-methods approach is employed. This aims to provide a range of perspectives by utilizing both quantitative and qualitative data. These data are drawn from surveys and interviews with identified analysts. By doing this, the study can identify measurable patterns and present the personal experiences and perspectives of analysts. Ethical practices were also followed. Ensuring that there is voluntary participation, informed consent, anonymity, and secure handling of responses. The study ethical discipline is essential, especially in survey research (Bhandari, 2024). The study results emphasize that participants' rights and data protection protocols must be clearly explained to adhere to AAPOR standards (Qualtrics, 2020).

5. CORRELATIONAL RESEARCH DESIGN

To investigate the relationship between the use of operational analytics and client and customer satisfaction, a correlational research design is employed. It is suitable for identifying relationships between variables without data manipulation. This study examines several key factors that influence their perception of client and customer satisfaction by analyzing survey responses from analysts, including their length of experience, the number of supported accounts, the number of completed analytics projects, and their overall use of analytics tools. Providing valuable information on how data-driven practices impact performance in the BPO industry is a key goal of this study. Statistical analysis the type of correlation used depends on how the data is distributed, and correlations can be used for Likert-scale data (de Winter et al., 2024). Spearman correlation is used for skewed or ordinal data, whereas Pearson correlation is more suitable for larger and symmetrically distributed data.

6. THE DATA ANALYSIS

The collected data is explored to look at the relationship between analyst tenure, the number of accounts and projects supported, the level of usage for various analytics tools and techniques, and the perceived client and customer satisfaction. The study aims to identify trends and correlations. This aims to explain how experience influences workload, tool adoption, and stakeholder satisfaction by examining trends across different tenure periods. The data provide information on the operational practices of analysts in the BPO industry, offering insights into how analytics contribute to client and customer satisfaction through descriptive statistics and Spearman correlation analysis.

Analyst Tenure (Years)	Count of Analysts	Average Number of Accounts Supported	Average Number of Projects Supported
1	2	1.0	2.5
2	7	2.1	8.3
3	1	2.0	7.0
4	1	1.0	8.0
5	1	2.0	4.0
6	3	8.7	26.0
8	1	8.0	16.0
10	3	6.3	22.0
17	1	12.0	42.0
Composite Mean	20	4.4	14.2

Table 2 summarizes the distribution of analysts by tenure in years, along with the average number of accounts and projects they support. Analysts

Score	Adjectival Rating
1	Very Dissatisfied
2	Dissatisfied
3	Neither Dissatisfied nor Satisfied
4	Satisfied
5	Very Satisfied

with one year tenure, comprising two analysts, manage an average of 1.0 accounts and complete around 2.5 projects, reflecting their entry-level status. In contrast, those with two years of tenure, comprising seven analysts, show a slight increase in both accounts and projects, averaging 2.1 accounts and 8.3 projects, which indicates an improvement in competence and growing responsibility. Analysts with three years of experience, comprising one analyst who supports an average of 2.0 accounts and completes 7.0 projects, demonstrate a stable performance similar to the two-year group of analysts. Also, a single analyst with four years of experience manages 1.0 account while completing 8.0 projects, suggesting a focus on project depth rather than the number of accounts. During a five-year tenure, one analyst supports an average of 2.0 accounts and completes 4.0 projects, showcasing a workload balance with fewer projects, possibly indicating a shift in focus.

The six-year tenure group consists of three analysts who significantly outperform their peers, averaging 8.7 accounts and 26.0 projects. It reflects their advanced experience and a high level of responsibility. An analyst with eight years of tenure manages 8.0 accounts and completes 16.0 projects, indicating a heavy workload. Meanwhile, three analysts with ten years of experience manage an average of 6.3 accounts and complete 22.0 projects, which indicates their extensive capabilities.

Lastly, the analyst with 17 years of tenure stands out, managing 12.0 accounts and completing 42.0 projects, highlighting exceptional expertise. The composite mean indicates that each analyst supports 4.4 accounts and completes 14.2 projects, suggesting a balanced workload within the group. Overall, the data presents a clear picture where tenure and experience are correlated with increased ability to manage accounts and projects, highlighting the impact of expertise on analyst performance and responsibilities.

Tenure (Years)	Descriptive Analytics % Utilization	Prescriptive Analytics % Utilization	Predictive Analytics % Utilization	Data Visualization % Utilization	Machine Learning % Utilization	Natural Language Processing % Utilization
1	100%	100%	100%	100%	0%	0%
2	100%	100%	100%	100%	0%	0%
3	100%	100%	100%	100%	0%	0%
4	100%	100%	100%	100%	0%	0%
5	100%	100%	100%	100%	0%	0%
6	100%	100%	100%	100%	0%	100%
8	100%	100%	100%	100%	0%	100%
10	100%	100%	100%	100%	0%	67%
17	100%	100%	100%	100%	0%	100%
Composite Mean	100%	100%	100%	100%	0%	35%

Table 3 presents the level of usage for various analytics tools and techniques based on tenure, highlighting their inclusion in analytical practices. Descriptive Analytics, Prescriptive Analytics, Predictive Analytics, and Data Visualization are consistently utilized across all tenure levels, indicating that these tools are essential to analysts, regardless of their level of experience. This shows the fundamental role in the analytical process and the significance of these methodologies.

In contrast, machine learning is not utilized across all tenure levels, even after ten years. This suggests that Machine Learning is not currently a

focus for analysts in their early to mid-career stages, indicating a potential opportunity in training or application in this area. Natural Language Processing (NLP) shows a more varied utilization pattern. Analysts with six- and eight-year tenure report a 100% utilization, reflecting a significant integration of NLP into their analytical practices. However, this rate drops to 67% for analysts with ten years of experience, before returning to 100% for those with seventeen years of experience. On average, NLP has a utilization rate of 35%, indicating that while it is gaining traction, its adoption remains relatively small.

Table 4: Analysts' perspectives on client satisfaction with analytics tools and techniques based on tenure

Analyst Tenure (Years)	Client Satisfaction with Descriptive Analytics	Client Satisfaction with Prescriptive Analytics	Client Satisfaction with Predictive Analytics	Client Satisfaction with Data Visualization	Client Satisfaction with Machine Learning	Client Satisfaction with NLP
1	4.0	4.0	4.0	4.0	-	-
2	4.7	4.6	4.9	4.7	-	-
3	5.0	5.0	4.0	5.0	-	-
4	5.0	4.0	4.0	4.0	-	-
5	4.0	4.0	4.0	5.0	-	-
6	5.0	5.0	4.3	5.0	-	4.3
8	5.0	5.0	5.0	5.0	-	5.0
10	5.0	4.7	5.0	4.7	-	5.0
17	5.0	5.0	5.0	5.0	-	5.0
Composite Mean	4.8	4.6	4.6	4.7	-	4.7

Table 4 presents customer satisfaction ratings for various analytics tools and techniques, highlighting their performance based on analysts' tenure, measured on a scale of 1 to 5. Descriptive Analytics consistently garners high satisfaction scores, starting at 4.0 for analysts with one year of experience and achieving perfect ratings of 5.0 for those with three, eight, and seventeen years of experience, indicating strong client approval. Prescriptive Analytics also shows a positive trend, starting at 4.0 for novice analysts but reaching a peak of 5.0 for those with three years of experience, with high ratings maintained by analysts with eight and seventeen years of experience. Predictive Analytics exhibits some variability; while it starts at 4.0 for one-year analysts and drops to 4.0 for four-year analysts, it ultimately achieves a perfect score of 5.0 for those with eight years of experience, suggesting fluctuating client experiences

over time. Data Visualization maintains a solid performance, beginning at 4.0 for early-career analysts and improving to perfect scores of 5.0 for those with five to eight years of experience. Natural Language Processing (NLP) is recognized, with a score of 4.3 from six-year analysts and perfect ratings of 5.0 from those with eight, ten, and seventeen years of experience, which indicates growing client satisfaction. Notably, Machine Learning has no ratings across all tenure levels, suggesting it may not yet be a focus area. Overall, the data show a positive trend in customer satisfaction with analytics tools as analysts gain experience in analytics, particularly in Descriptive and Prescriptive Analytics. Additionally, Data Visualization and NLP also demonstrate strong client approval, underscoring the significance of these tools in client satisfaction and the value of continuous training and development in analytics techniques.

Table 5: Perspectives of analysts on customer satisfaction with analytics tools and techniques based on tenure

Analyst Tenure (Years)	Customer Satisfaction with Descriptive Analytics	Customer Satisfaction on Prescriptive Analytics	Customer Satisfaction with Predictive Analytics	Customer Satisfaction with Data Visualization	Customer Satisfaction with Machine Learning	Customer Satisfaction with NLP
1	4.0	4.0	4.0	4.0	-	-
2	4.3	4.1	4.4	4.4	-	-
3	5.0	5.0	4.0	5.0	-	-
4	5.0	4.0	4.0	4.0	-	-
5	4.0	4.0	4.0	5.0	-	-
6	4.3	4.3	4.3	4.3	-	4.7
8	5.0	5.0	5.0	5.0	-	5.0
10	4.7	4.3	4.7	4.3	-	5.0
17	5.0	5.0	5.0	5.0	-	5.0
Composite Mean	4.5	4.3	4.4	4.5	-	4.9

Table 5 summarizes customer satisfaction ratings for various analytics tools based on analysts' perceptions and tenure, measured on a scale from 1 to 5. Descriptive Analytics receives high ratings, starting at 4.0 for analysts with one year of experience and reaching perfect scores of 5.0 for those with three, eight, and seventeen years of experience. Prescriptive Analytics exhibits a similar trend, with ratings starting at 4.0 for new analysts, peaking at 5.0 for those with three years of experience, and maintaining a solid score of 4.3 for ten-year analysts. Predictive Analytics,

however, demonstrates more variability; it starts at 4.0 for one-year analysts, drops to 4.0 for those with four years, and fluctuates, ultimately achieving a score of 5.0 for eight-year analysts. Data Visualization maintains a strong performance, beginning at 4.0 for one-year analysts and improving to a perfect score of 5.0 for both five and eight-year analysts. Natural Language Processing (NLP) is rated at 4.3 by six-year analysts. It achieves a perfect score of 5.0 eight and ten years of experience, indicating a growing recognition and approval of this tool among seasoned

analysts. Notably, Machine Learning lacks any ratings, suggesting it may not yet be a focus area for analysts. Overall, the data indicate that as analysts gain experience, customer satisfaction with Descriptive and Prescriptive Analytics improves significantly, while Predictive Analytics shows variability. The consistently high ratings for Data Visualization and the emerging approval for NLP underscore the importance of these tools in enhancing client satisfaction, highlighting the value of ongoing training and development in analytics techniques.

Spearman correlation was conducted. The provided data presents a comprehensive correlation analysis among various factors related to analyst tenure, the number of accounts and projects supported, utilization of different analytics tools, and client and customer satisfaction metrics. There is a moderate positive correlation between analyst tenure and the number of accounts supported (Spearman's $\rho = 0.493$, p -value = 0.023), indicating that more experienced analysts tend to support a greater number of accounts. A stronger correlation exists between analyst tenure and the number of projects funded (Spearman's $\rho = 0.573$, p -value = 0.007), suggesting that increased experience correlates with a higher number of projects managed. The analysis also shows a moderate correlation between analyst tenure and the utilization of Descriptive Analytics (Spearman's $\rho = 0.377$, p -value = 0.092), though this is not statistically significant. In contrast, the correlations for Descriptive, Prescriptive, Predictive, and Data Visualization analytics show perfect correlations with each other (Spearman's $\rho = 1$). They are statistically significant (p -values < 0.001), indicating that analysts who use one of these tools are likely to use the others as well.

Client satisfaction metrics reveal varying correlations with analytics utilization, such as a significant positive correlation between client satisfaction with Descriptive Analytics and the number of projects supported (Spearman's $\rho = 0.462$, p -value = 0.035). Additionally, customer satisfaction metrics indicate a strong positive correlation with client satisfaction on the same tool, particularly for Prescriptive Analytics (Spearman's $\rho = 0.281$, p -value < 0.001). Lastly, the correlation for Natural Language Processing (NLP) utilization shows a positive relationship with client satisfaction metrics, particularly with client satisfaction on NLP (Spearman's $\rho = 0.794$, p -value = 0.019), indicating that higher NLP utilization is associated with greater client satisfaction. Overall, the analysis underscores the significance of analytics in improving satisfaction levels and highlights the importance of analytics tools within the practices of BPO analysts.

7. CONCLUSION

The role of operational analytics is crucial in enhancing client and customer satisfaction within the Business Process Outsourcing (BPO) sector, particularly in the Pasay, Philippines, environment. Based on the outcome, it can be said that key tools, such as Descriptive, Prescriptive, and Predictive Analytics, along with Data Visualization, are universally used across tenure levels, highlighting their fundamental importance in operational processes. Additionally, based on the high satisfaction ratings for these analytic tools, especially from more experienced analysts, it can be inferred that their importance lies in providing a more meaningful customer experience and driving better service.

For Machine Learning, it is still underutilized; however, there is a positive trend toward incorporating more advanced analytics techniques, such as Natural Language Processing (NLP). NLP can further enhance the customer experience. By combining quantitative surveys and qualitative interviews, the study provided a more comprehensive understanding of how analysts perceive the impact of these tools on client and customer satisfaction.

Challenges still exist despite the promising findings. There are still underlying issues that need to be addressed, like data quality and a lack of skilled personnel (Jamaludin et al., 2023). This indicates that there are still areas for improvement in the BPO sector. Additionally, the identified opportunities and gaps in the existing literature underscore the need for further studies across different industries. This aims to capture the full impact of operational analytics on customer satisfaction.

Overall, this study gives valuable information and insights on the importance of operational analytics in the BPO industry. The information may help companies improve their performance and enhance customer experiences. Utilizing these analytics tools is a significant advantage for BPO companies. BPO companies will have a better chance of meeting or

even exceeding customer expectations, creating stronger client relationships and gaining an advantage in an ever-changing competitive marketplace.

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