EXPLORING THE ATTRIBUTES OF HIGH-PERFORMANCE OF A TEAM LEADER IN BUSINESS PROCESS OUTSOURCING

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Abstract:

The purpose of the study was to develop the best-fit model for exploring the attributes of a high-performing inbound team leader in Business Process Outsourcing in Davao City. The study utilized the exploratory mixed method approach following a two-phase study design. The first phase of the study was to identify dimensions using exploratory factor analysis, which items were based on the in-depth interview before item identification. The identified dimensions were established call calibration mechanism, value-driven, sense of accountability and trust, sense of recognition, innovation, and quality-directed leader. Data results were subjected to principal component analysis to determine factor structure that excludes 22 out of 50 items that did not pass the standard factor loadings of +/- 0.40. The second phase employed confirmatory factor analysis by purposively selecting 450 inbound call center representatives. Furthermore, the study tested three confirmatory configurations. Model number 4, recognized as the best-fit model that illuminates all identified factors, was significantly correlated and explained 68.40 percent of the variation of a high-performing inbound team leader.

Keywords: management, high-performing leader, exploratory factor analysis, confirmatory factor analysis, call center, Philippines

1. Introduction

The interaction between team members and team leaders is a key factor in determining a favorable team performance (Liu *et al*., 2018). In addition, teams' success is a reflection of

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leaders' and team members' collaborative efforts investing in supporting social relationships and colluding interactions among themselves that exert a strong influence on team performance and outcomes (Nirmala & Sharon, 2011). However, the workforce's negative attitude toward work, inefficiency, and leaders' general ineffectiveness are the most frequent issues influencing good team performance in businesses and other organizations (Akparep *et al.*, 2019). Incompetent team leaders are an upsetting reality of organizational life causing failure in achieving a high-performance work system (Kerns, 2021). The overzealous emphasis on abusing their position of authority, threatening, and manipulating may jeopardize effective teamwork (Nevicka, 2018).

The business process outsourcing (BPO) industry has facilitated cost reduction for organizations in industrialized countries (Noble & Vaidyanathan, 2022; Mohamed *et al*. 2019) and has provided significant advantages to developing countries such as Pakistan, the Philippines, and India through the creation of numerous employment opportunities (Gabel-Shemueli *et al.*, 2020; Juma & Arshad, 2019). The most common form of business outsourcing is call center service, which is performance-driven (Rhodes, 2019) and represents the business and customers (Makondo, 2022). As businesses strive to grow, it has been a recurring problem for call center representatives to sustain their performance level and ensure quality call monitoring (Chawla & Smutkupt, 2019) in common working conditions (Mishra, 2021) while satisfying customers consistently (Chicu *et al.*, 2019). As a result, maximizing call center representatives performance leading to high voluntary employee turnover has become the most difficult challenge that team leaders face in call centers (Srivastav et al., 2019; Lashley, 2021). In this instance, the leader's role is to close this gap and coach his or her team to meet customer quality-approved matrices and work outcomes (Jayson-Polk, 2019).

Additionally, the lack of interaction and organizational social support in setting expectations also affects employee performance, which results in employee turnover, which is evident in the business process outsourcing work environment (Lee, 2021). The social relationship between leaders and call center representatives significantly shapes their work attitude to stay competitive. Likewise, support from colleagues is more important in positions to initiate teamwork (Lopez-Cabarcos *et al.*, 2022). Leaders' recognition and fostering of a culture of trust were emphasized in the study by Xiang (2017) in improving the supervisor-subordinate work relationship to make the team effective. It is worth noting that subordinates want an inspiring superior (Gan & Voon 2021), and leaders' support significantly influences employees' intention to stay in firms (Mutsuddi & Sinha, 2023).

For call center companies, the success of any retention initiatives may depend on the current policies, human resource management practices, and the ability of the leaders to understand, predict, and manage the organization's attrition (Srivastav *et al.*, 2019). Concepts of rewards and recognition motivate employees because of open communication and connection with their leaders and promote positive influence, which makes employees stay (Kurata *et al.*, 2023). Call center firms that value direction, advice, and leaders' supervision ultimately influence job satisfaction, leading to employee

retention (De Jesus *et al.*, 2023). In addition, the study of Cabaluna and Mbaw (2021) supported this, which stated that there should be effective communication between the leaders and the employees, with the employees having the right to convey their opinions and offer suggestions.

In that view, a company will only achieve long-term results if leaders support, are practical, and efficiently optimize employee performance (Ibrahim *et al.*, 2019; Deshpande & Gupta, 2021; Kakkar *et al.*, 2023). As Alfanny (2018) suggested, employee performance relies on the manager's direction; good leadership and adequate supervision are expected in the workplace (Ullah *et al.*, 2022). A trustworthy relationship between management (leader) and his or her employees is essential for increasing loyalty and productivity (Kleynhans *et al.*, 2022) and quality measurements to elevate customer service levels among competitors (Mishra, 2021). Thus, exploring and confirming the construct of a high-performance team leader in business process outsourcing is the interest of this research undertaking.

Existing research studies indicate that the high performance of a team leader in business process outsourcing is multifaceted (Ananthram *et al.*, 2018; Jabutay & Rungruang 2020; Cabaluna & Mbaw, 2021); hence established call calibration mechanism, value-driven, sense of accountability and trust, sense of recognition, and innovation and quality directed emerged as identified significant constructs. Establishing a call mechanism by listening to calls and observing proper feedback on their calls can ensure a proper pace of work that may enhance greater efficiency and lower costs (Kappa *et al.*, 2020). Call center representatives may be able to deliver calls within the average handling time, addressing irate customers and providing quality customer service (Rhodes, 2019; Flood, 2021).

Another attribute of a high-performance team leader in business process outsourcing is becoming a value-driven leader. As mentioned in the study of Zeb and Saeed (2018), leaders' success depends on leader traits and behaviors that inspire their teams to do great things, create a compelling vision for the future, and steer their teams toward success (Sonmez & Adiguzel, 2020). Leaders who posit positive values-based leadership and engage their staff will increase productivity and financial returns, developing a high-performance culture in the organization (Zydziunaite, 2018).

A sense of accountability and trust directly affects team performance (De Jong *et al.*, 2021), and it is an effective predictor of team behavior (Breuer *et al.*, 2020). On the one hand, Hong's (2019) study suggests that accountability significantly affects organizational performance. A successful leader who delegates effectively enables trust in their team to get things done (Garcia, 2022). The paper of Engebø *et al.* (2022) states that displaying and creating together with your project team members, which are inter-organizational and transient, has proven to be a significant success factor. More so, organizations may require workplace accountability to develop a supportive work environment with a foundation of trust for all workforce members, which creates a high-performing organization and reduces turnover (Cortez, 2021), which may also be applicable in the outsourcing business process.

In motivating employees, Yang and Jiang (2023) emphasized that leaders' sense of recognition to employees by recognizing the contributions that they have made becomes a primary motivator. Often, it describes that employees possess a strong intrinsic drive and seek continuous employment that fosters interpersonal connections with their subordinates and demonstrates superior performance at work (Manzoor *et al.*, 2018). Consequently, employees receiving praise may improve their performance in aspiring organizational objectives (Arnulf *et al.*, 2019). In contrast, a worker's lack of motivation might result in poor performance, which may evoke call center representatives' decision to leave in the outsourcing business process.

Also, the ability to lead employees requires them to be innovative and quality-directed leaders to achieve organizational outcomes. Innovation is a crucial business process; companies must be more robust (Lestari & Ardianti, 2019). Cited by the study findings of Jin and Choi (2019), process innovation improvement has only a positive influence on the business performance (Jaskyte, 2020; Srimarut & Mekhum, 2020) of large corporations. In comparison, quality management influences operational performance and financial performance (García-Fernández *et al.*, 2022). Through this, Taiwo and Omajaro (2020) identify that through performance feedback, leaders can promote significant superior performance to the employee by delivering work expectations embodied in an organizational business climate that generates satisfying outcomes.

The studies above ignite the need to determine and narrate the specific parameters of a high-performance team leader who leads directs and motivates his people to achieve specific objectives and organizational excellence, specifically in business process outsourcing. However, this research investigation is driven by a theoretical foundation. First, this research is anchored on Bass' Transformational Leadership Theory (1985). This theory brings out the best in people's work. Research by Lai *et al.* (2020) and Khan *et al.* (2020) revealed that good work performance and transformational leadership make them more likely to immerse themselves in work that attains organization high productivity. Transformational leaders' charm, creativeness, innovativeness, and other ways for their subordinates to receive high inclusiveness lessen employee turnover (Xiong *et al.*, 2023). Transformational leaders stand out among various leadership philosophies by effectively empowering subordinates to meet the needs of the current generation of employees in addressing their primary intentions concerning employee attrition (Grošelj *et al.*, 2020). The study by Khan *et al.* (2020) emphasized that leaders may affect staff productivity through intrinsic motivation. Leaders with transformational leadership styles are more motivated to complete tasks effectively, improving work output and benefiting the development of both individuals and organizations. It also enhances the innovativeness and enterprising consciousness of the upcoming cohort of educated employees (Xiong *et al.*, 2023).

Another proposition theory research investigation is the Goal Setting Theory of Locke and Tatham (2002). Goal commitment allows leaders to communicate an inspiring vision and support call center representatives in achieving acceptable performance matrices as required during their employment period (Beer, 2009). This is supported by

the inference of Negros (2022) and Erez (2018) which depicted that employees do not need a solid strategy as long as the set vision and goal are clear and with constant support from the supervisor. Employees must possess the necessary skills and resources to pursue their objectives. Subsequently, managers can enhance their employees' capabilities by adhering to the fundamental principles of goal-setting, which include but are not restricted to accountability, feedback, competition, or challenge, as well as the clarity and intricacies associated with jobs (Motiani & Kulkarni, 2021). Establishing objectives that align with attainable targets and using industry standards makes it feasible to steer the organization toward a favorable trajectory (Yitzhaky & Bahli, 2021). As the task becomes more complicated, it shall be accompanied by leaders' feedback and recognition to monitor agents' progress toward hitting monthly key performance indicators.

This study showed a schematic model of the various dimensions of the attributes of high-performance team leaders in business process outsourcing. This model displays multiple factors or attributes that determine high-performing team leaders in the specific place of the study. More so, the components referred to as Factor 1, ….. n are the determinants of the latent constructs. The primary variable is positioned centrally, encompassed by the putative determinants. The result would be an attractive scale that measures the high performance of the team leaders in the BPO of Davao City. Figure 1 is a diagram presenting the index used to determine the attributes that contribute to the high performance of team leaders in business process outsourcing
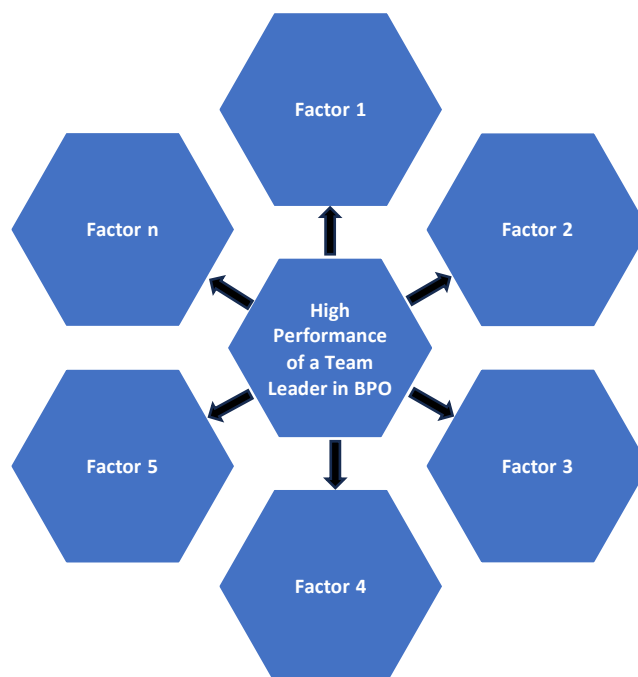

Figure 1: Conceptual Framework of the Study

The primary motivation of this paper is to look into the factor structure of a high-performing team leader in business process outsourcing. As a result, the study used exploratory research methodology and a sequential mixed-method research approach,

which started with an in-depth interview followed by a quantitative phase. The goal was to identify phenomena based on the respondents' statements by clustering a particular dimension that determines the number of latent constructs of high-performing team leaders in Business Process Outsourcing. This study employed a multivariate approach to determine the dimensionality of items. The best model of high-performing team leaders in Business Process Outsourcing will be presented using confirmatory factor analysis.

This study explores the high-performance attributes of a team leader presented through the best-fit model. This research undertaking is specifically pursued to identify factor attributes of high-performing team leaders, to develop the framework on dimensions of high-performance team leaders, and to identify the best-fit model for a high-performing team leader.

This study contributes to understanding the different attributes of a high-performing inbound team leader in business process outsourcing, specifically in the call center industry. It allows call center companies, particularly the human resource management office, to assess and recognize the role of the team leaders in meeting individual and organizational performance targets and reduce call center representative turnover rate. Similarly, this may necessitate finding operational performance and team strategies through its team leaders as the first line manager to help the call center representatives on their nesting period to deliver quality service consistently, increase customer satisfaction rating, and receive favorable financial or non-financial returns. Furthermore, the human resource offices of other service industries could also review this study for policy enhancement and modification of their current performance management system. More so, the stakeholders would be able to understand and recognize the rigorous job of a customer service representative and team leaders to consistently meet the customers' demand and deliver caliber service quality. Lastly, future researchers can use the findings as the baseline of information and references for relevant studies in other service sectors.

2. Method

2.1 Research Respondents

The qualitative portion of the study comprised of conducting a one-on-one in-depth interview of (6) BPO supervisors or managers who were experienced in handling teams, which involved three from inbound type and another three from outbound type call center companies in Davao City and other cities in the Philippines selected using purposive sampling.

According to Creswell (2014), six (6) to twelve (12) individuals are sufficient informants and the optimal number for data saturation. These individuals may provide valuable information regarding the attributes of a team leader with high performance in a business process outsourcing setting.

The study's quantitative part involved two surveys focusing on Davao City inbound call center representatives. In the first round of the survey under exploratory factor analysis, the respondents were selected using proportionate stratified sampling in the inbound type call center companies. The number of item components in the final scale generated determined the final specific survey size, and the questionnaire had 50 items. The quantity of samples should be five times the number of recognized objects (Bryant & Yarnold, 1995). The surveys were done between February and March of 2023. Around 250 respondents for exploratory factor analysis were obtained and subjected to further statistical study.

Furthermore, as the second phase of confirmatory factor analysis, the quantitative survey was aimed to confirm the dimensions that had been identified. Newly established dimensions generated twenty-eight item dimensions with an optimal range of coefficient +.40. Based on Bryant and Yarnold (1995), the proper number size is roughly five times the number of elements. With this, the study garnered another 200 call center representatives and was administered and endorsed for confirmatory factor analysis measurement.

The criteria for selecting respondents to participate in the study were call center representatives who are at least 21 years old and above, at least a high school graduate, a regular employee, and who have been working in business process outsourcing with a cumulative experience of two years or more. Call center representatives who were under the nesting period and tagged as trainees were not allowed to participate in this study.

2.2 Materials and Instruments

This research investigation employed structured and semi-structured tools to generate data. During the qualitative phase, the researcher used a partially organized interview guide to explore the attributes of a high-performance Team Leader. The detailing and confirming probes were gathered from key informants, and the transcripts were used to create the final set of item statements for the quantitative survey.

The second component of the study, which consisted of two independent survey phases, used a structured questionnaire for exploratory and confirmatory factor analysis. The significant statements extracted from the in-depth interview as part of the qualitative phase were used to develop the EFA instrument. The instruments were subjected to the construction of validity and reliability measures to assess their psychometric features. The expert panelists verified the questionnaire with an average of 4.5 validation ratings, recommending that the survey items were highly credible. For the reliability test, the Cronbach alpha score was 0.79. A score of 0.70 is required for an instrument to be regarded as very dependable (Hair *et al.*, 1998).

A customized modification of the EFA-structured questionnaire was utilized to conduct confirmatory factor analysis. The final CFA tool only consisted of 28 components. The components above are the five dimensions that were examined about the traits of a high-performing Team Leader in the field of Business Process Outsourcing. Before the implementation of this tool, an additional set of psychometric assessments

primarily focused on reliability, was conducted. The Cronbach alpha was employed as the technique to calculate the dependability score based on the factors, yielding a range of 0.799 to 0.924. As per Hair, Black, Babin, Anderson, and Tatham (1998), a reliability coefficient of 0.70 is necessary for a tool to be considered extremely dependable. Therefore, identifying and exploring the characteristics of a high-performing team leader were first developed and validated through a literature investigation and extensive one-on-one interviews.

In addition, a five-point Likert scale was used in this study to examine respondents' subjective perceptions of each item. The five-point Likert scale was centered and fixed between the categories "Highly Essential/Important" and "Not Essential/Important." The following process was used to determine the answers: A number of 5 implies that the average range is between 4.20 and 5.00, indicating a highly significant or critical level, which is classified as very high. The number 4 has a typical range of 3.40 to 4.19, indicating that it is either crucial, important, or extremely significant. A score of 3, with a mean range of 2.60 to 3.39, suggests a degree of importance that is "somewhat important/essential." This score, on the other hand, is seen as "less important/essential." A score of 1 indicates a degree of importance that can be described as "not that important/essential" or "very low."

2.3 Design and Procedure

This research undertaking utilized the sequential exploratory mixed-methods research design. Researchers who are interested in constructing a trustworthy scale will find that the model of scale building and validation analysis is both applicable and helpful (Zhou, 2019).
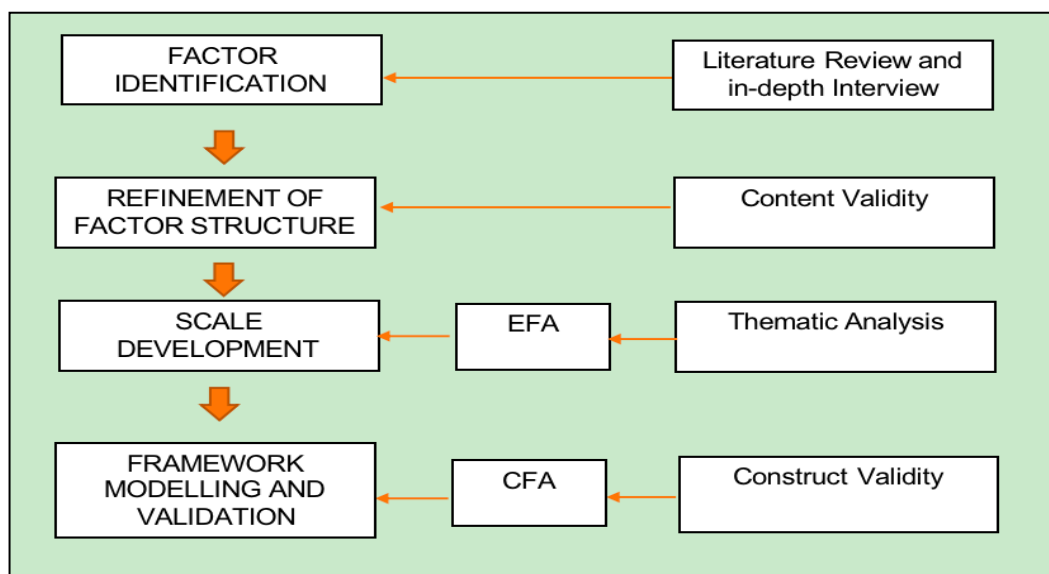

Figure 2: The Scale Development and Validation Process

Presented in Figure 2 is the development of scale and the validation process that were used to derive the research objectives of the research undertaking that particularly starts with gathering various literature reviews and in-depth interviews, then refinement of factor structure through content validity, followed by conducting thematic analysis as part of the exploratory factor analysis to construct scale development. Then, the construct validity is a component of the confirmatory factor analysis to determine the suitable framework modeling and validation fitting for the attributes of high performance of a team leader in business process outsourcing.

The study findings were endorsed to the research mentor and panel members of the Dissertation Advisory Committee for their input, feedback, revisions, further work, and approval of the proposal presentation. After the study proposal was approved, informed consent for in-depth interviews was sent to selected informants. Three main guide questions and two probing questions were used for generating and formulating potential statements that led to identifying the attributes. Responses were subjected to thematic analysis, simplification, numerical placement, and verification by experts and enhancement. The response form was modified per the suggestions provided by the institution's Advisor and Thesis Advisory Committee.

As such, letters of request were dispatched to various call center firms in order to obtain authorization for the study. As soon as the study was approved, the proponent of the study began its first part to determine the attributes of high-performance team leaders in business process outsourcing. The questionnaire dissemination and retrieval were scheduled for a maximum time of two weeks.

In the initial part of the inquiry, exploratory factor analysis was used to determine the characteristics of team leaders who execute at a high level. The Kaiser-Meyer-Olkin (KMO) index was employed to assess the adequacy of the sample, whereas Bartlett's test of sphericity was utilized to evaluate the factorability. Principal component analysis was used to determine and define the dimensionality and reliability of the constructs, with a minimum eigenvalue of 1.0 chosen and assessed. In addition, principal component analysis (PCA) is used to determine whether specific items measure shared variables. The factors associated with oblique PROMAX rotation were investigated in this study, as evidenced by the factor correlation results. Catell's scree plot graphically illustrated the curve in the last valid dimension in determining the number of created components. In contrast, the latent root criterion was determined using initial eigenvalues greater than 1.0. The researcher used these criteria to explore a team leader's high-performance attributes. Thus, the specified test design identified the characteristics of effective team leaders, and all the elements representing these characteristics were categorized together based on their individual nature.

After employing EFA in the initial stage of the study, it is crucial to scrutinize and validate the acquired data by conducting Confirmatory Factor Analysis (CFA) in the subsequent part of the inquiry. Confirmatory factor analysis (CFA) is a statistical technique that evaluates the degree to which the observed components and their loadings correspond to the expected values based on a certain theory (Malhotra *et al.*, 2007). Before

performing the CFA, the reliability of each factor was evaluated, and all indices met the reliability threshold. This is to recognize the representation of the items and constructions noticed in the variables with accuracy and reliability. It is imperative to scrutinize and assess the reliability and precision of the scale (Hair, Black, Babin, Anderson, and Tatham, 2009). The second poll was disseminated and gathered within two weeks. This study involved a cohort of 250 research volunteers for statistical analysis.

A CFA was conducted to determine the best model for analyzing the characteristics of a high-performing team leader in Business Process Outsourcing. Only six (6) of the generated multiple-fit measures were employed in this inquiry. All of these are meant to provide information about how well the data fit the data in a certain dataset: (1) To get a reasonable model fit, the chi-square to degrees of freedom (CMIN/df) ratio, also known as relative chi-square, should not be greater than 3.0. Wuensch *et al*. (2008); (2) The Goodness of Fit Index (GFI) denotes the proportion of the variance-covariance matrix that is explained and accounted for by the model. The GFI value must be more than 0.95 to be considered excellent. (3) The Tucker-Lewis Index (TLI) is derived by taking the percentage change in the squared difference between two models' chi-squares and dividing it by the independent model's chi-square value. Bentler and Bonett (1980) recommend an ideal TLI value of 0.95. (4) The Comparative Fit Index (CFI) is a metric that measures the relative non-centrality of the tested and independent models. An independent model is indicated with a value of 0.95. (5) RMSEA and CFI are widely used in conjunction to assess and perceive models. The standard measuring criterion models with a Comparative Fit Index (CFI) greater than 0.90 and a Root Mean Square Error of Approximation (RMSEA) less than 0.05. The P-value of close fit (PCLOSE) is a one-sided null hypothesis test that determines whether the model's RMSEA is less than 0.05. Hu and Bentler (1999) propose a more stringent criterion for the Comparative Fit Index (CFI), stating that it should be more than 0.95. They also offer a less stringent Root Mean Square Error of Approximation (RMSEA) level of no more than 0.06. According to Kenny, Kaniskan, and McCoach (2015), if the p-value is greater than 0.05, indicating that the outcome is not statistically significant, the model fit should be described as "close." Three model configurations were used in the statistical study. Model number four was determined to be the best model because it met all of the standards.

More importantly, this study assured strict adherence to the fundamental ethical requirements during its execution. Prior to distributing the questionnaire to the call center companies in Davao City, the researcher obtained approval from the University of Mindanao Ethics Review Committee (UMERC) after having the data instrument examined and accepted. Furthermore, as the study required active participant engagement, the researcher rigorously adhered to the protocol's assessments and strict guidelines, particularly in monitoring the population and the gathered data. Also, the researcher ensured that the participants in this study were allowed to provide their consent and were treated respectfully by allowing them to give their consent voluntarily. The researcher took measures to guarantee that there were no conflicts of interest between the respondents and the management while collecting data. The UMERC-2023-

062 Certificate of Approval issuance on Appendix E granted permission to proceed with the data gathering process.

3. Results and Discussion

This part contains the outcomes and analysis of the data collected from the participators, which include (a) identification of the factor attributes of high-performing team leaders, (b) development of a framework on dimensions of high-performing inbound team leaders, and (c) identification of the best fit-model for high-performing inbound team leaders.

3.1 Factor Attributes of High-Performing Inbound Team Leaders

To test the factorability of high-performing inbound team leaders, a series of statistical tools were employed in the study that included the Kaiser Meyer Olkin, Test of Sampling Adequacy and the Bartlett's test, latent roots criterion, Catell's scree plot and principal component analysis illustrated in the rotated component matrix were used.

The Kaiser-Meyer-Olkin (KMO) Index was applied to measure if the sample size gathered was already adequate. It assesses the likelihood of data coalescence on components by comparing the magnitudes of observed and partial correlation coefficients. With KMPO values ranging from 0 to 1, 0.6 is a good starting point for moving forward with factor analysis.

Based on Table 1, the result is 0.956. This indicates that the sample size collected in the study was sufficient and considered "meritorious" Kaiser and Rice (1974), as it was above the cut-off or acceptable value of 0.6. The totality index points out that the data justifies using EFA and implies that the data can be classified into smaller groups of underlying components. This assesses the appropriateness of the dataset for factor analysis.

Table 1: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Kaiser-Meyer-Olkin		0.956
Bartlett's Test of Sphericity	Approx. Chi-Square	11696.123
	df	1225.000
	p-value	0.000

Further, the test yielded a high result (11696.123) with a degree of freedom (df) of 1225. The level of significance was found to be 0.000. Consequently, the null hypothesis is refuted, indicating that the dataset is suitable for factor analysis (Stewart, 1981). A significant value of less than 0.05 in Bartlett's test of sphericity is necessary to reject the hypothesis sufficiently.

The typical result of exploratory factor analysis can be established using the latent roots criterion and computing the total variance explained, as depicted in Table 2. The measure of total variance explained is obtained by determining the eigenvalues of the factors and their corresponding variances. The study of Table 2 using the latent root

criterion indicates that five (5) factors are derived from the provided items for factor analysis, which describe the qualities of highly effective inbound team leaders. The five components or factor structures explain 68.40% of the variance in the data.

Table 2: Latent roots criterion

	Eigenvalues	Proportion Variance	Cumulative Variance
Factor 1	11.369	22.7	22.7
Factor 2	8.777	17.6	40.3
Factor 3	6.875	13.8	54.0
Factor 4	6.234	12.5	66.5
Factor 5	1.966	1.9	68.4

The X-axis shows the components, and the Y-axis shows the matching eigenvalues in the Catell scree test. The eigenvalues get smaller as one moves toward the later components on the right. According to Cattell's scree test, all components that follow the one that initiated the elbow should be dropped when the drop ends, and the curve forms an elbow toward a less steep decline (Bartholomew *et al.*, 2008). See Appendix A.

Also, the factor loads of the variables that were observed are displayed in Table 3. Principal component analysis was used to determine the data's factor structure. According to De Coster (2000), one way to determine if specific items measure common factors is to utilize principal component analysis (PCA). Additionally, factor rotation simplifies the factor matrix's row and column layout, maximizes a variable's loading onto a single factor, and makes interpretation easier (Hair *et al.*, 2006). The study employed the oblique rotation technique, which resulted in a more distinct structure about the content validity of the components. Oblique rotation was considered because factors in the factor correlations result were significantly associated.

Although all 50 items were loaded, the five factors comprised only 28 of them. The extracted factors, or dimensions, are subsequently labeled in accordance with the characteristics of each object within a given structure. Using the thematic analysis, the identified factor attributes are: (1) Established call calibration mechanism, (2) value-driven, (3) sense of accountability and trust, (4) sense of recognition, and (5) innovation and quality directed.

Twenty-two (22) items, including item numbers 4, 8, 9, 12, 13, 16, 17, 18, 23, 25, 31, 32, 33, 34, 35, 39, 40, 42, 44, 45, 49 and 50 have been removed from the factor analysis result. These items did not pass the standard factor loadings of +/- 0.40.

Table 3: Structure Loadings

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Uniqueness
I_2	0.910					0.307
I_6	0.888					0.325
I_27	0.786					0.351
I_20	0.784					0.287
I_3		0.778				0.363
I_37		0.730				0.353
I_38		0.694				0.378
I_11		0.689				0.296
I_43		0.642				0.408
I_5		0.585				0.376
I_14		0.578				0.243
I_28		0.576				0.367
I_29		0.575				0.409
I_1			0.561			0.311
I_36			0.523			0.361
I_47			0.508			0.363
I_41			0.450			0.406
I_46			0.426			0.343
I_26				0.424		0.304
I_24				0.424		0.352
I_19				0.419		0.477
I_15				0.411		0.384
I_10					0.742	0.384
I_30					0.705	0.290
I_21					0.691	0.322
I_22					0.685	0.340
I_48					0.642	0.336
I_7					0.633	0.293

Table 4 presents the factor correlations, which indicate the degree of correlation between the five extracted components. The table served as the foundation for selecting the rotation strategy to prevent the split loading of the recognized items. Due to highly linked factors (with a correlation coefficient of .70), the matrix was rotated using oblique rotation Promax instead of orthogonal varimax.

Table 4: Factor correlations

Component	1	2	3	4	5
1	1.000	0.750	0.492	0.653	0.078
2	0.750	1.000	0.602	0.657	0.038
3	0.492	0.602	1.000	0.403	0.148
4	0.653	0.657	0.403	1.000	0.084
5	0.078	0.038	0.148	0.084	1.000

Factor 1: Established Call Calibration Mechanism

Presented in Table 5 reveals that the first identified theme has removed four items. The range of coefficients is from 0.784 to 0.910. "A team leader ensures our client calls are managed properly" had the highest value of 0.910 and 0.784 as the lowest for the statement "A team leader diligently follows call review standard."All the coefficients of the items in this factor exceed the minimal threshold of +0.40. These four statements are about call calibration techniques and/or processes. Thus, the factor is termed the "*Established Call Calibration Mechanism*."

Table 5: Item loadings under Factor 1: Established Call Calibration Mechanism

Item #	Item Statement	Coefficient	Factor
I_2	A team leader ensures our client calls are managed properly.	0.910	Established Call Calibration Mechanism
I_6	A team leader teaches his/her subordinates properly how to handle effective calls.	0.888	
I_27	A team leader can resolve call-related problems.	0.786	
I_20	A team leader diligently follows call review standards.	0.784	

Call calibration is critical for ensuring that call center representatives, supervisors, and quality assurance teams can successfully analyze agent performance and enhance customer service. Call listening and observation are regarded as components of performance monitoring, allowing attention to be placed on agents' work conduct (Chawla, 2019). Then, the leaders' role forms a big part of establishing call handling procedures to deliver a stellar customer experience. Call-handling scripts are already common in inbound call center companies, yet they cannot guarantee great customer satisfaction. Thus, the encouragement they get from their leaders to keep control of the conversation may develop a scale through constant monitoring (Shweta, 2023).

In addition, if call center employees receive quick performance metric feedback, it increases their efficiency (Nazli, 2022). Call center workers get immediate feedback on their performance metrics, which makes them more efficient. Staff and patients are happier when supervisors or managers are encouraged to take the more difficult calls (Kappa *et al.*, 2020). Moreover, the investigation of Zakaria *et al.* (2020) emphasized that supervisor support and organizational support favorably impact the service performance of call center employees.

Factor 2: Value-Driven Process

Table 6 shows nine items extracted from the second factor. The range of the coefficients is from 0.778 to 0.575. The statement "A team leader performs based on the organization's vision, mission, and directed goals." had the highest value of 0.778 and 0.575 as the lowest for the statement "A team leader is highly committed to his/her job." All the coefficients of the items in this factor exceed the minimum threshold of +0.40. These nine numbers

speak to the characteristics and personality of a team leader who is faithful to the company's values. Thus, it is termed as a "*Value-Driven Process*".

To be a successful leader in the business process outsourcing industry, one must demonstrate the ability to actively involve, enable, and motivate subordinates by adhering to the organization's explicit ideals and vision, as indicated in Chimney's (2022) research. If a manager's performance is high, turnover intentions are less (Meduri & Jindal, 2021). Employee performance is mostly influenced by the leader's competency, conduct, trait, style, and approach (Donkor *et al.*, 2021). Besides employee commitment, as revealed by Nasib's study (2020), organizational commitment and transformational leadership have a significant relationship to job performance (Donkor *et al.*, 2021).

Similarly, team leaders communicate a strong commitment to service and support customer-oriented behavior. They also urge employees to go the extra mile to meet their customer's needs and provide high-quality service (Zheng *et al.*, 2020).

Table 6: Item loadings under the Value-Driven Process

Item #	Item Statement	Coefficient	Factor
I_3	A team leader performs according to the company's vision, mission, and goals.	0.778	Value-Driven Process
I_37	A team leader is a good listener every time his/her subordinates raise work-related concerns.	0.730	
I_38	A team leader possesses a radiant personality that has a positive impact on the team.	0.694	
I_11	A team leader establishes a solid foundation of camaraderie to his/her team members.	0.689	
I_43	A team leader delivers a clear purpose to our team.	0.642	
I_5	A team leader is optimistic.	0.585	
I_14	A team leader motivates his/her subordinates, especially in times of failure.	0.578	
I_28	A team leader displays a strong work ethic.	0.576	
I_29	A team leader is highly committed to his/her job.	0.575	

Researchers contend that employees' impressions of their supervisor's leadership style highly influence the cost of seeking information and can help or hinder efforts to get feedback (Gabel-Shemueli *et al.*, 2020). Yet, the research findings of Hidaya *et al.* (2019) state that the impact of supervisor support gives help and confidence to boost call center employees and make them feel like they can do their jobs. Subsequently, it ignites call center agents to be engaged to work harder to meet their KPIs and company goals (Ananthram *et al.*, 2018).

Factor 3: Sense of Accountability and Trust
Table 7 reveals the third factor and has extracted five statements. The range coefficients are from 0.561 to 0.426. The record "A team leader oversees group performance to determine progress in our team goals" had the highest value of 0.561 and 0.426 as the lowest for the statement "A team leader ensures that his/her subordinates reach the

desired performance metrics monthly."All the coefficients of the items in this factor exceed the minimum threshold of +0.40. These five items speak about one's responsibility, ownership, and trust. Thus, the factor is termed as "*Sense of Accountability and Trust*."

Table 7: Item loadings under Factor 3: Sense of Accountability and Trust

Item #	Item Statement	Coefficient	Factor
I_1	A team leader oversees group performance to determine progress in our team goals.	0.561	Sense of Accountability and Trust
I_36	A team leader is accountable for both teams' success or failure.	0.523	
I_47	A team leader trusts his/her subordinates to perform well with less supervision.	0.508	
I_41	A team leader values and respects subordinates' concerns in a diplomatic way.	0.450	
I_46	A team leader ensures that his/her subordinates reach the desired performance metrics monthly.	0.426	

Accountability is essential for enhancing work performance, encouraging internal cooperation, and protecting operational effectiveness (Li *et al*., 2022). The inquiry of Khan *et al*. (2020) recognized in their literature study that leaders' high expectations mold individuals' satisfactory task performance. On the contrary, the study of Devaraj and Jiang (2019) emphasized that some leaders struggle to retain middling performers compared to star performers, which, in a way, organizations have no solid parameters for pinpointing these pivotal differences in performance. Yet, leaders must be mindful of employees' stressors and feel pressure due to the high work demand, especially in business process outsourcing. The study findings of Posey (2019) narrate that some of the job's shocking events that influence high employee turnover are changing performance metrics, irate customers, and customers with inappropriate behavior.

Driven to these challenges in these ever-changing, high-stakes environments, trust is important for how well a team does (Handley, 2020). The study conducted by Choi *et al*. (2020) revealed that trust in leadership enhances the ability to anticipate and rely on the behavior of the leaders. Employees who perceive their managers as having strong moral principles experience more transparent communication and are more likely to excel in their positions as they clearly understand their responsibilities and expectations. On the other hand, accountability is essential for enhancing work performance, encouraging internal cooperation, and protecting operational effectiveness (Li *et al*., 2022).

Furthermore, Khan *et al*. (2020) cited in their study that to encourage higher levels of productivity, a leader should establish high expectations to set high targets through proper communication, and performance feedback is vital. In contrast, using negative feedback as a modality to performance feedback can help build the team, the culture, and the capacity for quality improvement. Learning through performance feedback develops an opportunity to work collaboratively, shape team attitudes, and establish common

objectives to improve performance standards (Salcinovic *et al.*, 2022) that are necessary for the business process outsourcing work setting.

Nevertheless, the study findings of Peesker *et al.* (2019) indicated that sales leadership, like trust and resilience, necessitates influencing sales performance. The character of a leader influences the employees to trust their leaders, especially when leaders keep their promises and offer encouragement to deal with future uncertainties (Kleynhans *et al.*, 2022). Supervisory support can be seen as a source of trust that an employee wants to be the best at what they do, which may give them a sense of belonging and enough reasons to stay in the call center firm (Modau *et al.*, 2018).

Factor 4: Sense of Recognition

Table 8 below is the fourth factor, which extracted four items. The range from coefficients is 0.424 to 0.411. The statement "A team leader provides verbal appreciation and recognition" had the highest value of 0.424 and 0.411 as the lowest for the statement "A team leader motivates his/her subordinates to reach their personal and organizational goals." All the coefficients of the items in this factor exceed the minimum threshold of +0.40. These four items suggest that a high-performing team leader must be able to identify and appreciate one's successes in the workplace. Thus, the factor is termed as "*Sense of Recognition.*"

Table 8: Item loadings under Factor 4: Factor Sense of Recognition

Item #	Item Statement	Coefficient	Factor
I_26	A team leader provides verbal appreciation and recognition.	0.424	Sense of Recognition
I_24	A team leader celebrates team small wins.	0.424	
I_19	A team leader recognizes using monetary and non-monetary incentives.	0.419	
I_15	A team leader motivates his/her subordinates to reach their personal and organizational goals.	0.411	

Symbolic rewards—interventions like thank-you notes, official recognition, and certificates—can considerably improve workers' moods and drive them to achieve satisfactory work results and retention rates (O'Flaherty *et al.*, 2021). Research findings of Alexander (2020) recognize that employee recognition may have a similar impact on performance as remuneration. In addition, another study revealed that workers value employee recognition and desire to hear that their efforts are being followed up on, appreciated, and recognized by their bosses' team members, co-workers, and customers, which enhances loyalty (Zoeb-Ur-Rahman & Hussain, 2020). However, Ullah *et al.* (2020) revealed a high relative relationship between recognition and employee retention. Service companies with uninspiring services and little performance rewards struggle to motivate customer service staff and improve customer happiness and performance (Cavazotte *et al.*, 2020), which may be linked to business process outsourcing.

As mentioned by Manzoor *et al.* (2021), the study's findings demonstrated the significance of intrinsic motivation by revealing a strong and positive correlation between intrinsic motivation, employee performance, and job engagement (Miao *et al.*, 2020). Extrinsic motivation was found to have greater importance than intrinsic motivation. However, both intrinsic and extrinsic motivations were positively linked to employee engagement (Engidaw, 2021). In contrast, the study of Anwar *et al.* (2018) favors that intrinsic motivation attracts call center employees to stay in the long run as compared to extrinsic motivation such as salary. Nevertheless, leadership roles centered on mentoring and empowering, as opposed to instructing and commanding, are evident in BPO (Mutiani & Kulkarni, 2021).

Factor 5: Innovation and Being Quality-Directed

Below is Factor 5, which extracted six (6) items in Table 9. The range from coefficients is 0.742 to 0.642. The statement "A team leader engages in innovation to deliver quality performance excellence." had the highest value of 0.742 and 0.6412 as the lowest for the statement "A team leader encourages room for growth for everyone." All the statement's coefficient values in this factor pass the minimal requirement of +0.40. These six items suggest that a high-performing team leader must always embody innovativeness and quality. He or she must always pursue quality and excellence. Thus, the factor is termed *"Innovation and Quality Directed."*

Adopting innovation is seen as a way for the company to respond to or anticipate a change in the external environment while attempting to boost its productivity and competitiveness in a BPO setting (Tallman *et al.*, 2018). Organizations are, therefore, viewed as open systems that implement adjustments for effective operation (Simao & Carvalho, 2019). In the light of technology impact in a call center, innovation, and critical thinking are required, stressing the importance of leadership (Jayson-Polk, 2019). Medium-sized and large companies are highly motivated to innovate. So, a substantial correlation exists between seniority and the probability of executives demonstrating exemplary behavior towards employees who exhibit creative conduct (Gambal & Asatiani, 2019).

Nani and Safitri (2021) found a favorable correlation between innovation and organizational success. Moreover, leaders inherently prioritize their role in fostering innovative behavior and actively engage in innovative practices. They are willing to accept and embrace novel concepts, actively promote employees to express their thoughts, and foster an environment encouraging employees to participate in inventive endeavors (Kozioł-Nadolna, 2020). Fischer *et al.* (2019) discovered a positive correlation between the expected probability of receiving relational incentives and the intensity of intrinsic motivation, and the resulting impact on creative or inventive results is amplified. More so, Khin and Ho (2018) emphasize that in the ICT industry where BPO is included, using digital technologies works to get better at managing them, it is more likely to come up with new digital solutions that improve the company's performance as a whole.

Table 9: Item loadings under Factor 5: Innovation and Quality Driven

Item #	Item Statement	Coefficient	Factor
I_10	A team leader engages in innovation to deliver quality performance excellence.	0.742	Innovation and Quality Directed
I_30	A team leader ensures his/her subordinates' skills are updated.	0.705	
I_21	A team leader provides feedback regularly based on individual and group performance.	0.691	
I_22	A team leader never fails to coach his/ her subordinates to become a performer agent/representative.	0.685	
I_48	A team leader encourages room for growth for everyone.	0.642	
I_7	A team leader provides an opportunity to strive for excellence among subordinates.	0.633	

Figure 3 shows the final dimensions of high-performing inbound team leaders in the BPO setting. These factors are the essential components that depict the attributes of a high-performing inbound team leader. This model accounts for 68.40 percent of the variability in the data obtained from the respondents' lenses. In confirmatory factor analysis, the dependability index of every component is examined.

Figure 3: Dimensions of High-Performing Inbound Team Leaders

The first identified variable is the *established call calibration mechanism*. Call calibration is a meeting between call center agents, supervisors, and quality assurance to monitor calls and conduct sessions to improve agent score performance, as narrated by SQM Group. *A value-driven process* means an employee can work well and is accompanied by good behavior and outstanding job performance (Iqbal *et al.*, 2022). *Accountability*, as

a connection, entails that one person or organization being held accountable for the performance of the "other" (Romzek & Dubnick, 2018). Most people consider *trust* which can be defined as believing in another person's abilities, honesty, and character—to be the bedrock of personal relationships (Lewis, 2022). *Recognition* means appreciating and caring for employees' contributions, which involves monetary and non-monetary rewards (Hussain *et al.*, 2019). Finally, *innovation* is creating, adopting, and implementing new ideas, processes, goods, or services that benefit organizations and customers (Nani & Safitri, 2021).

3.3 Confirmatory Factor Analysis

This section focuses on validating the measuring tool by analyzing the results of the model construction. The goal is to identify the key characteristics of highly effective inbound team leaders. This validation process was carried out using confirmatory factor analysis. Once the elements have been thoroughly examined, it is imperative to undertake CFA. Confirmatory factor analysis (CFA) is an analytical method used to determine whether the number of factors, features, and observed variable loading match theoretical expectations. The primary objective is to assess a pre-existing latent structure directed by a theory (Byrne, 1998; Hoyle & Panter, 1993). In this research study, it is crucial to validate the factor structure of the attributes of high-performing inbound team leaders. This will help identify the most suitable model to introduce as the newly discovered high-performance attributes for a team leader in the Business Process Outsourcing industry.

Various criteria have been presented in statistics to establish the appropriate fit indices. The authors proposed that values over .95 are now considered to indicate satisfactory fit, whereas previously, a value of .90 was deemed acceptable. Additionally, they recommended employing a combination of metrics to substantiate a well-fitting model (Hu & Bentler, 1999; Russell, 2002). Furthermore, any alterations or adjustments made to the model should be assessed from both statistical and theoretical viewpoints (Byrne, 1998; MacCallum & Austin, 2000). When determining the most suitable model, choosing a model that achieves a 95% or greater level of accuracy is recommended.

Before developing the best-fit measurement model, which defined the qualities of effective inbound leaders, three different configurations were examined. Confirmatory factor analysis model 1 indicated that none of the index values fell inside the allowed range. Model number one exhibited a clear and straightforward relationship between the five selected themes, with the remaining items in each factor. However, the fit index numbers for NFI (0.661), TLI (0.670), CFI (0.703), CMIN/df (5.389), p-value (.000), and RMSEA (.126) are all over the cut-off.

The result of the CFA model 2 still obtained index values outside the acceptable range. This model highlighted the correlation of the variables. However, in this case, modification was already established specifically, removing item number 28. The removal of the item was based on the idea that this item speaks the same as job commitment in item number three, which is under the same factor. Removing the item

increases the values towards an acceptable cut-off but is still outside the range. Specifically, the results for NFI were 0.659, TLI was 0.664, CFI was 0.699, CMIN/df was 5.590, p-values were less than .05, and RMSEA was 0.152.

Only item number 48 was removed in the analysis of confirmatory model 3. This item stated, "A team leader encourages room for growth for everyone." However, as seen on the other items, this statement may be presented by the other items in the same construct. Fitness index measures remained below the permissible range: NFI=0.915, TLI=0.934, CFI=0.962, CMIN/df =1.243, p<0.05, and RMSEA=.031. Despite improvements in some indices, there are still items outside the acceptable range.

Analysis of Confirmatory Factors Model 4 was considered the most appropriate model for describing the characteristics of a highly effective inbound team leader. Both theoretical and statistical soundness were considered to arrive at this model. The modifications are as follows: removal of item number 43 and 28 under factor 2 and removal of item 48 under factor 5. This increases the model's index and is already within the acceptable range. The reasons for the removal of the item are as follows: Item 43 speaks about "A team leader delivers clear purpose in our team," which may also suggest the same thought in item 3. Item 28, on the other hand, states, "A team leader displays strong work ethics." This statement may be an umbrella of all the items under factor 2. Item 48 in Factor 5 was also removed. It stated, "A team leader encourages room for growth for everyone. "This statement somehow overlaps the other items in the same factor, specifically Items 7 and 30. This model has indices that are now within the acceptable range: NFI was 0.972, TLI was 0.955, CFI was 0.966, CMIN/df was 1.214, p-value was 0.165, and RMSEA was 0.027. All were within the acceptable range.

The parameter estimations also revealed that all the items are significantly associated with each identified factor. Items 20, 27, 6, and 2 comprised the dimension of *established call calibration mechanisms*; items 11, 38, 37, 3, 5, 14, and 29 were retained under the value-driven dimension. Meanwhile, sense of accountability and trust retained Items 41, 47, 36, 1, and 4, while sense of recognition retained Items 15, 19, 24, and 26. The four items that are loaded and retained under the dimension of innovation and quality-directed leadership are Items 22, 21, 30, 10, and 7.

Table 10: Model Fit Indices for the High-Performance of a Team Leader

Index	Criterion	Model 1	Model 2	Model 3	Model 4
P-Close	> 0.05	0.000	0.000	0.101	0.165
CMIN/DF	0 < value < 2	5.389	5.590	1.243	1.214
CFI	> 0.95	.703	.699	.962	.966
NFI	> 0.95	.661	.659	.915	.972
TLI	> 0.95	.670	.664	.934	.955
GFI	>0.95	.608	.609	.957	.970
RMSEA	< 0.05	.126	.152	.031	.027

Legend: CMIN/DF = Chi-Square/Degrees of Freedom; NFI = Normed Fit Index; TLI = Tucker-Lewis Index; CFI = Comparative Fit Index; GFI = Goodness of Fit Index; Pclose = P of Close Fit.

Figure 4: Measurement Model for High-Performance
of a Team Leader in Business Process Outsourcing
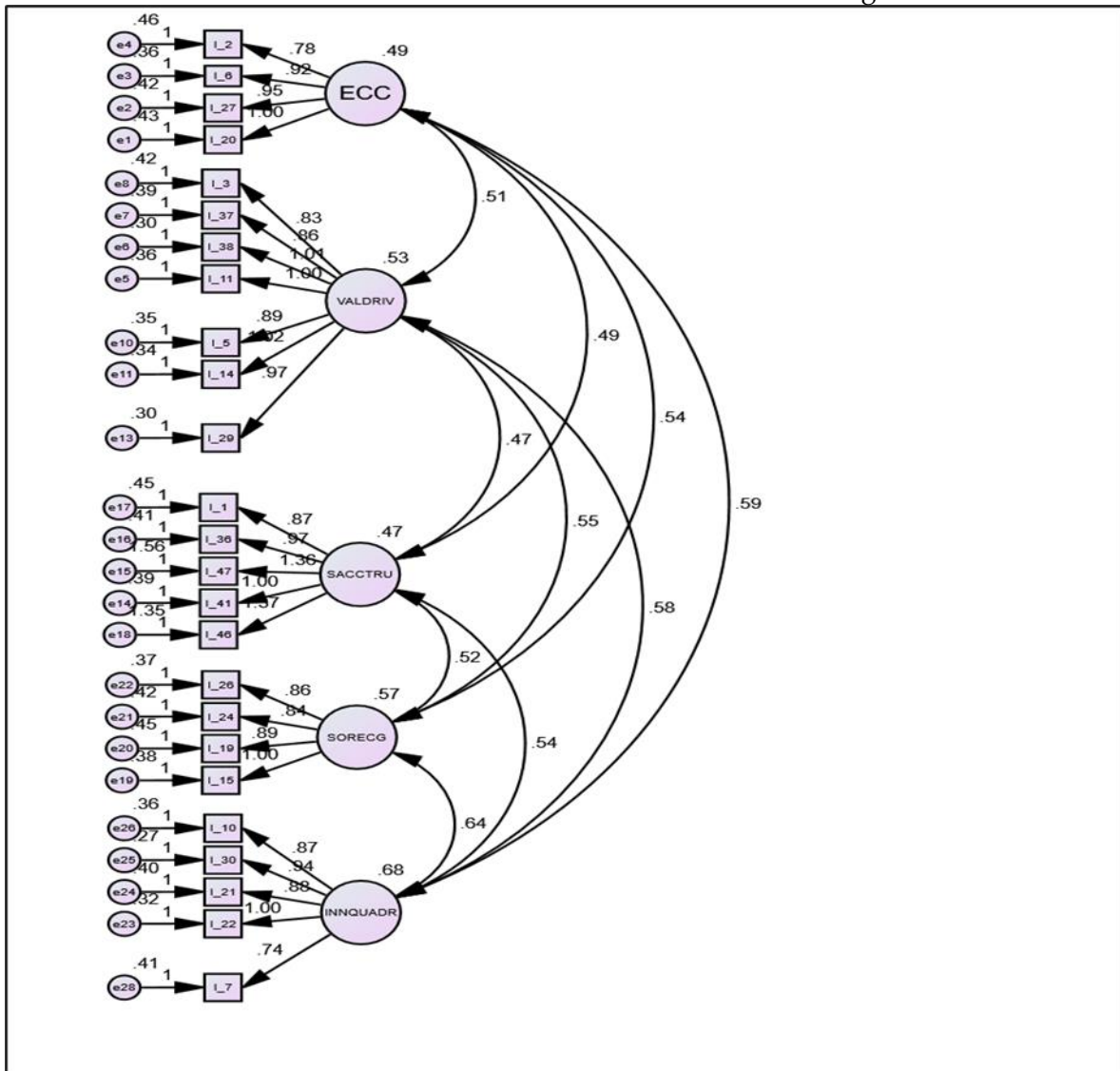
Legend: CMIN/DF = Chi-Square/Degrees of Freedom; NFI = Normed Fit Index; TLI = Tucker-Lewis Index; CFI = Comparative Fit Index; GFI = Goodness of Fit Index; Pclose = P of Close Fit.

In the final model, the interrelationships between latent factors were significant ($p < 0.05$), with all indices of fit found to be within acceptable values. Both theoretical and statistical soundness were considered to arrive at this model (Hu & Bentler, 1999; Russell, 2002). This implies that the results of these model fitness indices obtain larger values, indicating a better fit among the three tested models. Also, the analyses showed that the factors of identifying the attributes of high-performance of a team leader in the outsourcing business process are correlated.

Table 11: Estimates of the Parameters

			Estimate	S.E.	C.R.	P
I_20	<---	ECC	1.000			
I_27	<---	ECC	.949	.090	10.537	***
I_6	<---	ECC	.915	.085	10.762	***
I_2	<---	ECC	.780	.085	9.135	***
I_11	<---	VALDRIV	1.000			
I_38	<---	VALDRIV	1.005	.081	12.385	***
I_37	<---	VALDRIV	.856	.080	10.637	***
I_3	<---	VALDRIV	.826	.081	10.147	***
I_5	<---	VALDRIV	.894	.080	11.212	***
I_14	<---	VALDRIV	1.016	.084	12.058	***
I_29	<---	VALDRIV	.970	.080	12.095	***
I_41	<---	SACCTRU	1.000			
I_47	<---	SACCTRU	1.362	.162	8.422	***
I_36	<---	SACCTRU	.966	.094	10.235	***
I_1	<---	SACCTRU	.865	.092	9.392	***
I_46	<---	SACCTRU	1.371	.155	8.864	***
I_15	<---	SORECG	1.000			
I_19	<---	SORECG	.887	.081	10.959	***
I_24	<---	SORECG	.839	.078	10.813	***
I_26	<---	SORECG	.860	.075	11.396	***
I_22	<---	INNQUADR	1.000			
I_21	<---	INNQUADR	.875	.070	12.435	***
I_30	<---	INNQUADR	.936	.065	14.416	***
I_10	<---	INNQUADR	.872	.068	12.817	***

Legend: ECC = Established Call Calibration Mechanism; VALDRIV = Value Driven; SACCTRU = Sense of Accountability and Trust; SORECG = Sense of Recognition; INNQUADR = Innovative and Quality Directed

Indeed, an established call calibration mechanism, a value-driven sense of accountability and trust, a sense of recognition, and innovation and quality direction are the attributes of a high-performing leader in business process outsourcing. Studies show that a leader's values through transformational leadership are highly significant to individual job performance and may reduce employee turnover (Cakir & Adiguzel, 2020; Gabel Shemueli *et al.*, 2021; Cavozette & Lasmar, 2020).

Trust is essential between leaders and subordinates (Bligh, 2017; Phong *et al.*, 2018). If trust is low, a sense of accountability is much more expected (Hall *et al.*, 2017; Jiang & Lou, 2018). Team leaders' strong sense of recognition for their agents reduces employee turnover (Zoeb-Ur *et al.*, 2020; Jabutay & Rungruang, 2021; Ladao, 2022). Innovation of leaders has a positive relationship with performance (Zarzycka *et al.*, 2019) that fosters quality practices and performance in the organization (Yadav & Joshiya, 2021).

4. Conclusions and Recommendations

The study's findings indicate that the attributes of a high-performance team leader in the business process outsourcing industry can be categorized into several dimensions. These dimensions include an established call calibration mechanism, a value-driven leadership approach, a sense of accountability and trust, recognition and innovation, and a focus on quality. These results were obtained through both exploratory and confirmatory factor analyses.

The main focus of the following recommendations is to consider the current resources and work environment relevant to business process outsourcing and to align them with the most appropriate variables. Primarily, a team leader must cultivate a sense of acknowledgment within their team, as call center representatives exhibit varying factors that drive their motivation. Therefore, it is imperative for a team leader to consistently demonstrate support by employing symbolic rewards, such as offering commendations for exemplary performance both before and after work shifts. Extrinsic motivation, such as monetary incentives, can effectively acknowledge incremental achievements and potentially enhance individuals' productivity levels, thereby facilitating the sustained attainment of their monthly individual performance objectives.

Furthermore, fostering a culture of accountability and trust can enhance work relationships between a team leader and a trainee transitioning into a regular call center representative role. The team leader can enhance a solution-focused coaching approach by presenting the assessment outcomes from their clients and utilizing the collected performance feedback during the designated evaluation timeframe. A team leader's implementation of a performance development plan identifies the areas of weakness in call center representatives. It offers tailored improvement strategies to ensure satisfactory quality performance ratings.

Furthermore, the dimension of innovation is accompanied by a quality-directed and well-established call calibration mechanism. Artificial intelligence (AI) facilitates continuous support and prompt responses while implementing customer analytics, enabling real-time customer service assistance. The process of upskilling team leaders can cultivate a strong sense of purpose, resulting in the effective provision of customer service and potentially leading to increased levels of customer satisfaction among call center representatives. Additionally, this upskilling initiative may yield cost-saving benefits for operational activities. Within the framework of the established call calibration mechanism, a team leader continuously evaluates calls with the assistance of the quality assurance department. This evaluation aims to identify instances of subpar performance in key metrics, including but not limited to first call resolution rate, sentiment analysis, and average handling time. The findings suggest that implementing a collaborative approach between the training department, existing call center representatives, and AI tools can potentially enhance customer satisfaction (CSAT) scores. This improvement is achieved through the re-training of call center representatives. Training newly hired

employees necessitates the implementation of comprehensive training sessions that effectively establish expectations and foster a sense of commitment to job retention.

Finally, the team leader is guided by values, and in academic settings, granting a team leader the opportunity to withdraw or regroup can alleviate stress and fatigue. Daily striving for self-improvement has the potential to emanate an aura of positivity. As a result, this may enable individuals to establish solid interpersonal connections with their team members, thereby facilitating guidance, inspiration, and a steadfast commitment to robust professional principles in order to achieve team objectives, oversee the advancement of call center representatives' work, and maintain the ongoing functionality of call center operations.

However, given the constraints imposed by the limited variable constructs employed in this study, the researcher proposes the integration of human resource management and operation practices as a means to explore the characteristics of high-performing team leaders in various sectors such as health, finance, and retail within the business process outsourcing industry.

Conflict of Interest Statement
The authors declare no conflict of interest.

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