Clients' Feedback and Agents' Performance on Service Delivery and Customer Satisfaction at Company X

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Abstract— This study investigates the link between Customer Relationship Management (CRM) and service delivery at Company X, a semiconductor firm in Alabang, Philippines. Guided by the SERVQUAL model and using a descriptive-correlational design, the research assessed how agent performance—specifically in understanding client needs, resolving issues, and communicating clearly—affects customer satisfaction across service quality dimensions such as reliability, responsiveness, and assurance. Data were collected from 70 randomly selected clients using a validated questionnaire. Findings indicate that while agents were generally effective, moderate gaps remained in empowerment and communication clarity. Customer satisfaction ratings were positive, particularly in responsiveness and reliability. Significant correlations emerged between agent performance and satisfaction, highlighting the impact of CRM on perceived service quality. The study concludes that enhancing CRM—through targeted agent training, clearer communication, and system improvements—is essential for improving service delivery and sustaining competitive advantage in high-tech industries.

Index Terms—Level of satisfaction, level of performance.

1. Introduction

In the semiconductor industry, personalization is a strategic approach to tailoring services and products to meet the specific needs of individual customers. By aligning offerings with client preferences, companies can reduce decision fatigue, enhance customer experience, and improve service efficiency. Company X, formerly known as Company M, has leveraged both acquisitions and internal development to secure leadership across key sectors such as automotive, industrial, and cloud power. Since its rebranding in 2021, the company has maintained its core values while expanding its technological reach and market presence.

As customer expectations become more dynamic, effective Customer Relationship Management (CRM) has emerged as a critical tool for maintaining service quality and client loyalty. Company X recognizes the importance of structured feedback systems and responsive agent interactions in delivering consistent, high-quality service. However, despite its industry leadership, the company continues to face challenges related to communication clarity, service follow-through, and personalization—areas that can significantly influence customer trust and satisfaction.

Although CRM is widely applied across industries, there is limited research on its direct impact on service delivery within the semiconductor sector. Most studies prioritize manufacturing efficiency and product innovation, often overlooking client-facing service operations and real-time feedback integration. This study addresses that gap by exploring how CRM practices and personalized service delivery affect customer satisfaction and agent performance at Company X. By doing so, it aims to identify actionable strategies to enhance service operations, strengthen client relationships, and reinforce the company's competitive advantage in an increasingly demanding market.

2. Literature Review

This literature review explores the relationship between Customer Relationship Management (CRM), service delivery, and customer satisfaction, particularly within high-tech sectors like semiconductors. Existing research highlights the importance of employee engagement, communication, and empowerment in delivering quality service. For instance, workplace well-being and motivation are shown to boost agent performance, which directly impacts customer experience. Authors such as Price (2025) and Melena (2020) emphasize that emotionally satisfied and empowered employees are more likely to take initiative, respond effectively to feedback, and personalize interactions—key traits in enhancing service responsiveness and client satisfaction. In support, Deci and Ryan's (2000) Self-Determination Theory emphasizes intrinsic motivation as a driver of autonomous, high-quality work, particularly in service-oriented roles.

Clear communication is another essential driver of service quality. Abrahams (2025) and Pujalt (2025) underline the value of structured, confident communication and well-defined

performance expectations. These ensure that employees are aligned with organizational goals and can act decisively on client concerns. Studies stress that unclear roles or inconsistent messaging may lead to service gaps, whereas transparency fosters accountability and improved customer engagement. Miles (2022) and Kalogiannidis (2020) further argue that consistent upward and downward communication channels significantly enhance responsiveness in high-pressure service environments. This is echoed by Clampitt et al. (2000), who found that open communication climates correlate positively with employee trust and perceived service quality.

Empirical studies further demonstrate how CRM and service quality influence customer loyalty, with scholars such as Rane et al. (2024) and Suharto & Yuliansyah (2023) highlighting the role of tailored engagement and trust-building. Modern CRM systems—especially those enhanced by generative AI—enable real-time personalization, improved customer experience, and better decision-making. However, researchers also caution that data quality, AI biases, and unclear CRM strategies can limit effectiveness (Reddy et al., 2023). Supporting this, Payne and Frow (2005) advocate for a strategic, integrated CRM framework that aligns people, processes, and technology to maximize long-term value creation. Furthermore, studies by Verhoef (2003) and Buttle (2009) emphasize that customer satisfaction is maximized when CRM systems are not just technological tools but part of a broader customer-centric culture.

The semiconductor industry, characterized by long sales cycles and high-value transactions, demands a personalized approach to service and robust Customer Relationship Management (CRM) strategies. Company X—formerly Company M—has established itself as a market leader through innovation in automotive, industrial, and cloud technologies. Despite its strong legacy, the company faces challenges in maintaining consistent service quality, communication, and customer follow-through. As customer expectations rise and competition intensifies, addressing these gaps is crucial for sustaining trust and loyalty. While CRM's importance is widely acknowledged, research specific to its impact on service delivery and agent performance in the semiconductor sector remains limited. Most existing studies focus on manufacturing or product innovation, overlooking the nuances of client-facing service processes. This study seeks to fill that gap by examining how CRM optimization and personalized service influence customer satisfaction and operational efficiency at Company X. The findings aim to provide practical insights that enhance service delivery, strengthen customer relationships, and support the company's competitive edge in a rapidly evolving global market.

3. Methodology

This study adopted a descriptive-correlational research design to examine the relationship between Customer Relationship Management (CRM) practices and service delivery at Company X, a semiconductor firm in Alabang, Philippines. The approach focused on collecting quantitative data to analyze patterns and correlations between agent performance, service personalization, and customer satisfaction across service dimensions such as reliability, responsiveness, and assurance. This design enabled the researcher to measure existing conditions and determine statistical relationships without manipulating variables.

The target population consisted of 85 clients of Company X. Using the Raosoft sample size calculator with a 95% confidence level and a 5% margin of error, a sample of 70 respondents was determined. Simple random sampling was used to ensure equal representation, while purposive sampling focused on clients with frequent service interactions. This sampling strategy provided diverse perspectives on CRM effectiveness and aligned with prior research emphasizing holistic client feedback (Rane et al., 2024; Suharto & Yuliansyah, 2023).

Data were gathered using a self-constructed, expert-validated questionnaire, divided into two sections: CRM practices and service delivery satisfaction. A pilot test was conducted with 15 non-participating respondents, and Cronbach's alpha confirmed high internal consistency. A 4-point Likert scale measured satisfaction levels, with interpretations ranging from "Very Dissatisfied" to "Very Satisfied." Responses were encoded in Excel and analyzed using weighted mean and Spearman's Rho to determine the relationship between CRM and service quality.

All ethical guidelines set by the University of Cabuyao were strictly followed. Informed consent was obtained from all participants, and confidentiality was maintained throughout the data collection process. Permissions were secured from university authorities and Company X management before distribution. Data were stored securely, ensuring the integrity and privacy of respondent information during and after the research process.

4. Results, Analysis and Discussion

Table 1
Significant relationship between level of performance and level of satisfaction as rated by clients of company X

PERFORMANCE	SATISFACTION	r value	p-value	Decision	Conclusion
UNDERSTANDING THE NEEDS	Reliability	.286	.017	Reject Ho	Significant
	Responsiveness	.568	.000	Reject Ho	Significant
	Assurance	.642	.000	Reject Ho	Significant
EMPOWERED TO SOLVE THEIR ISSUE	Reliability	.072	.552	Accept Ho	Not Significant
	Responsiveness	.369	.002	Reject Ho	Significant
	Assurance	.570	.000	Reject Ho	Significant
Clearly explaining what you can expect next	Reliability	-.061	.618	Accept Ho	Not Significant
	Responsiveness	.211	.080	Accept Ho	Not Significant
	Assurance	.454	.000	Reject Ho	Significant

Note: Significant if p<0.05

Table 1 presents the correlation matrix examining relationships among key service quality dimensions: understanding customer needs, reliability, responsiveness, and assurance. The data reveals that understanding customer needs has a moderate positive correlation with reliability (r = .286, p < .05), and stronger, statistically significant correlations with responsiveness (r = .568, p < .01) and assurance (r = .642, p < .01). Empowerment shows a significant positive correlation with responsiveness (r = .369, p < .01) and assurance (r = .570, p < .01), but not with reliability (r = .072, p = .552), suggesting that empowered agents improve trust and responsiveness more than perceived consistency. Similarly, clearly explaining next steps correlates moderately with assurance (r = .454, p < .01),

but shows weak, non-significant links with responsiveness and reliability.

These results highlight the foundational role of understanding client needs and agent empowerment in enhancing service delivery. Clear communication significantly boosts customer confidence, while reliability appears less influenced by individual agent actions and more by operational systems. Supporting literature across industries (e.g., Setiono & Hidayat, 2022; Abbas, 2023; Musa & Abubakar, 2023) confirms that responsiveness, assurance, and reliability are strong predictors of satisfaction. Emotional trust and communication, particularly in client-facing roles, are often more impactful than procedural efficiency alone. Thus, for Company X, prioritizing agent empowerment, needs-based service, and transparent communication can significantly enhance overall customer satisfaction.

5. Conclusion

Based on the findings, clients of Semiconductor Company X generally rated agent performance as effective, especially in understanding customer needs and confidently addressing concerns. However, lower scores were observed in areas such as empowering agents to act independently and clearly explaining the next steps. These results suggest that while agents demonstrate competence, there is a clear need for further training focused on autonomy, communication skills, and decision-making to improve overall service delivery and customer satisfaction.

Service delivery received positive feedback, with satisfactory ratings across the SERVQUAL dimensions—reliability, responsiveness, and assurance. Despite this, some service aspects, such as clarity of information and proactive communication, were flagged as needing improvement. These findings highlight that while clients are moderately satisfied, there is room to enhance service consistency and responsiveness to better meet and exceed customer expectations.

Given these insights, the study concludes that there is a strong need to implement an action plan aimed at strengthening agent performance and elevating client satisfaction. This plan should prioritize employee empowerment, clearer communication protocols, and continuous service improvement initiatives. Doing so will enable Company X to build stronger client relationships and maintain a competitive edge in the semiconductor industry.

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