


Human resource planning management in the construction of mitha pre-marriage healthcare and aesthetic clinic

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Article Info	ABSTRACT
Keywords: Health clinic, Human resource management, Human resource development, Planning	This research aims to analyze the role of human resource planning management in the development of KLINIK MITHA, which specifically focuses on pre-wedding and aesthetic health services. The research method involved a qualitative approach by conducting a detailed case study of KLINIK MITHA, which involved in-depth interviews with the human resource manager, clinic owner, and relevant staff. Data analysis was conducted using content analysis techniques to identify key patterns related to human resource planning management. The results showed that effective human resource planning management plays a key role in the development and operationalization of KLINIK MITHA. Aspects such as selective recruitment, staff training and development, and targeted performance appraisals have a significant impact on service quality and business sustainability. In addition, alignment between staff needs and the clinic's strategic goals is also a key factor in successful human resource management. The conclusion of this study is that well-focused and integrated human resource planning management contributes positively to the development and operation of KLINIK MITHA. The findings provide business practitioners and clinic owners with an in-depth understanding of the importance of effective human resource management in managing health and aesthetic clinics. The practical implication of this study is that careful implementation of human resource planning management practices can improve clinic performance and provide a competitive advantage.
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INTRODUCTION

Pre-wedding Health and Beauty Clinics, such as KLINIK MITHA, have emerged in response to the growing awareness of the importance of pre-wedding health and aesthetics. In this increasingly competitive context, human resource (HR) planning management becomes a vital element in ensuring effective operations and delivering quality services. The importance of HR management in the context of KLINIK MITHA cannot be overlooked. The clinic not only provides premarital health services, but also aesthetic services that require specialized expertise. In the face of patient dynamics, developments in medical technology, and industry competition, the role of HR planning management is becoming increasingly complex and strategic (Tursunbayeva, 2019).

Human Resource (HR) management in the context of the health and beauty industry involves a specialized approach that accommodates the unique characteristics of this sector (Devyania et al., 2020). In this industry, the patient or customer is the main focus, so HR management must ensure that health or beauty staff are equipped with the necessary skills to provide quality services and meet patient expectations (Vahdat, 2022). This involves ongoing training and development to keep staff up to date with the latest practices. The health and beauty industry is also often subject to strict regulations and standards, so HR management must ensure that staff adhere to these guidelines, including issues such as medical certification, sanitation, and other regulations (Lee, 2022).

Quality of service is key in this industry, and HR management must ensure that staff have a commitment to quality and the ability to provide satisfactory care or service (Uzir et al., 2021). In addition, HR management must always adapt to new developments in this fast-changing industry, including technology and beauty trends. The physical and mental well-being of staff is also a priority, given the high work pressure and demands in this industry (Søvold et al., 2021). Therefore, HR management needs to consider appropriate well-being programs. Recruitment and selection of staff should be highly selective to ensure that the individuals hired have the abilities and characteristics suited to this unique work environment. In addition, communication and interpersonal relationship skills are crucial to serve patients with empathy and care. An in-depth understanding of the dynamics of this industry is key in ensuring successful operations and satisfactory service delivery (Fida et al., 2020).

A number of previous studies examined various aspects related to HRM in the context of the health and beauty industry. Research by Bowen & Hall (1977) highlighted the importance of career planning and employee development in improving job satisfaction and organizational performance. Meanwhile, a study by Albert (2019) emphasized the need for careful recruitment and selection to ensure a match between employees and organizational goals. In the context of health and beauty, research by McQuillin & Lyons (2021) shows that ongoing training for clinical staff can improve service to patients and enhance clinic reputation. In addition, research by Halisa (2020) underlines the strategic role of HR management in achieving competitive advantage in the service industry.

In the context of MITHA CLINIC, an in-depth understanding of HR planning management is crucial. The clinic faces a unique challenge, combining health and aesthetic aspects in its services. By detailing critical aspects such as recruitment, training, and employee development, this study aims to provide a holistic view that can improve KLINIK MITHA's operations and long-term success. The purpose of this study is to analyze and document the role of HR planning management in the specific context of KLINIK MITHA. By understanding and evaluating the implementation of HR strategies within this clinic, this research aims to provide an in-depth view of how HR management can positively contribute to the development and operation of this pre-marriage clinic.

METHOD

This research uses the case study method to deepen the understanding of human resource planning management at KLINIK MITHA Pre-Marriage Healthcare and Aesthetic. The case selection was done carefully, considering the clinic's significance as a unique representation of the pre-wedding health and beauty industry. Involving in-depth interviews with the HR manager, clinic owner, and key staff, as well as direct observation to immerse in operational dynamics, data was obtained holistically. Subsequently, the data was analyzed using content analysis techniques to identify patterns of findings that emerged from the interviews and observations. From the analysis, an in-depth understanding of the HR management strategies implemented, including aspects of recruitment, training, and performance evaluation, was formed. The findings were then compared with literature related to HRM, particularly in the health and beauty industry, to validate or explore contextual differences of the identified practices.

The study also included an evaluation of the impact of HR management strategies on clinic performance, employee satisfaction and operational sustainability. The results of the evaluation provided a basis for detailing the successes and challenges faced in implementing the strategies. The discussion of the research findings includes an in-depth analysis of the practical implications and contributions to the understanding of HR planning management in the context of pre-wedding health and beauty clinics. In order to have a broader impact, the discussion also considers the relevance of the results to the health and beauty industry as a whole. Practical recommendations are put forward based on the research findings, and the conclusion comprehensively summarizes the key findings and provides directions for further research in this domain.

RESULTS AND DISCUSSION

Goals and Objectives Human Capital (HC)

Human Capital (HC) planning is a systematic planning process to maximize human resources (HR) as the company's main asset. The purpose of this planning is to ensure a match between labor and work, both in terms of the number and quality needed. This process is based on supply and demand in the context of the company's human capital. The human capital goals of Mitha Clinic in the next 5 years are as follows:

Table 1 Purpose Human Capital

	Short-term Goals 1-2 Years	Medium Term Goal 3-4 Years	Long-term Objective ≥ 5 Years
No	A clinic recognized by the people of DKI Jakarta for its reputable premarital and aesthetic health services.	Customer satisfaction by optimizing Premarital Health and Aesthetic services.	New Branch Clinic
1.	Qualified and certified human resources	Andrology Specialist (Sp And) Service	Competent HR needs identification plan for new branches

No	Short-term Goals 1-2 Years	Medium Term Goal 3-4 Years	Long-term Objective ≥ 5 Years
2.	HR that works according to the Mitha Clinic SOP	"Delightful Service" service culture	Recruitment of Human Resources (HR) for new branches
3.	<i>Zerro Complain</i> on service	Competent human resources	








The human capital (HC) goals made by Mitha Clinic are to realize the goals of human capital above. Mitha Clinic's human capital (HC) goals are in accordance with the Business Model Canvas (BMC) image. In the key resources column, it is explained that to realize excellent service, premarital and aesthetic health examination services must have quality Human Resources (HR) by setting the following goals:

Table 2 Mitha Clinic Human Capital (HC) Goals

Category	Purpose	Goal
Objective Term	Qualified and certified human resources	Conduct recruiting, and selection to fulfill human resources according to the competencies of the clinic's needs.
Short-term (0-2 Years)	HR who work according to the Mitha Clinic SOP <i>Zerro Complain</i> on service	Conducting performance evaluation. Socialization of SOPs to all human resources
Medium Term Objectives (3-5 Years)	Andrology Specialist Doctor Services (Sp.And) "Delightful Service" service culture Establishment of competent human resources	Recruiting Andrology Specialist Doctors and Skin and Gender Specialist Doctors, Nurses and Marketing Admins. Conduct training related to health services including public speaking. Conduct periodic evaluations
Long-term Objectives (above 5 Years)	Plan to identify competent HR needs for new branches Recruitment of Human Resources (HR) for new branches	Developing HR needs in new branches Conduct recruiting, and selection to fulfill HR according to the competence of clinic needs in new branches

Strategy is sometimes described as one of the elements that influence the organization, namely along with shared values, operational systems, organizational structure, member skills, staffs and management style. The following are the results of applying the 7S Mc. Kinsey model at Mitha Clinic:

Table 3 Implementation of the McKinsey 7S Model

McKinsey 7S	Implementation
 Shared Values	Mitha Clinic prioritizes and upholds the values of integrity, respect, quality, dan family
 Strategy	Creating health services with the concept of a one-stop clinic by providing all consumer needs
 Structure	The organizational structure is designed in accordance with the functions that exist in the development of the company's business, the organizational design is directed towards a corporate organization that adopts comprehensive business processes.
 System	<ol style="list-style-type: none"> 1. Establish a performance-based system for premarital and aesthetic services. 2. Program development based on proposals from each division
 Skills	<ol style="list-style-type: none"> 1. Improved communication and relationship skills among employees 2. Education and satisfactory service
 Staff	<ol style="list-style-type: none"> 1. Transparent recruitment system through management selection 2. Professional workforce in accordance with experience and educational background 3. 3. Training and knowledge improvement
 Style	Klinik Mitha applies a democratized leadership style in accordance with employee aspirations so that employees can become participatory and collaborative.

Corporate Culture and Values are values that become the foundation for development. To support the achievement of the vision and mission of the Mitha Clinic, Kinik Mitha will carry out several cultural and value transformations that are shown to all employees. The organizational culture of Mitha Clinic is delightfull service, a concept that refers to focusing on providing exceptional service to their customers or clients with the aim of making these customers feel happy, satisfied, and happy.

Organization Structure

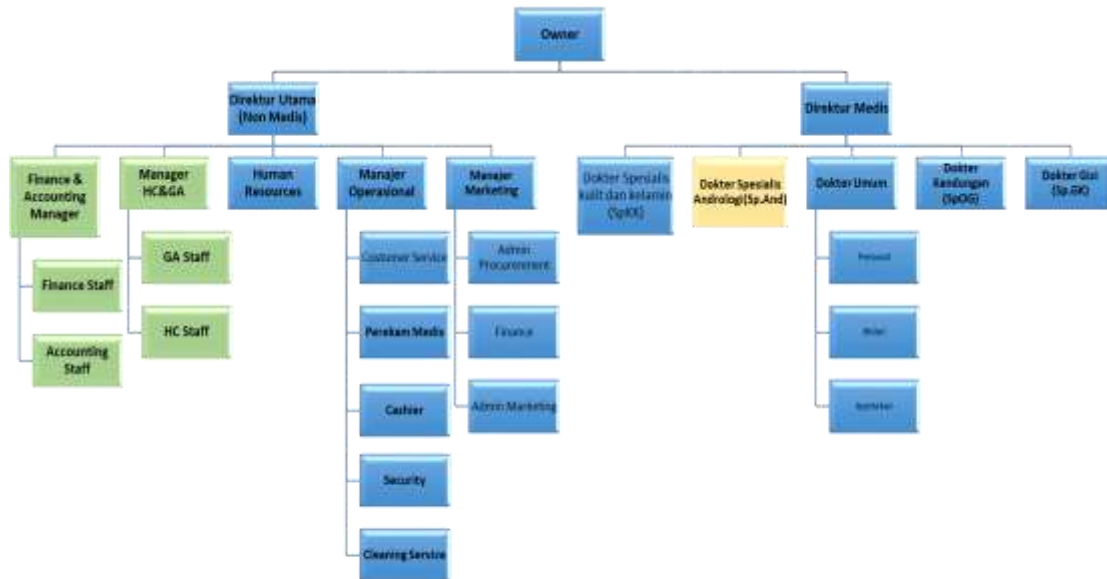


Figure 1 Organizational Structure of Mitha Clinic

In accordance with the provisions of Article 7 paragraph (1) of the Company Law, a PT is established by 2 or more persons. Where the definition of "person" in accordance with the Explanation of UUPT is an individual, both Indonesian and foreign citizens or Indonesian or foreign legal entities. The founders of the PT have agreed on the name, domicile, line of business, capital and management and other matters which will be set out in a notarial deed.

Planning Human Capital (HC)

Human Capital Management (HCM) HCM is the same part as Human Resource Management (HRM) in a company, but HCM considers Human Resources (HR) as an asset for the company, in addition to capital and physical facilities of the company. The function of HCM is to manage and develop human capabilities to improve their performance. To determine the ideal number of employees in the company, each work unit in the Mitha Clinic must make employee needs planning for up to 2 (two) years ahead. The planning can be in the form of Man Power Planing (MPP) as well as with short and long-term goal plans, which are as follows:

Table 4 Estimated number of employees

Employees according to position		Year				
		1	2	3	4	5
President Director	People	1	1	1	1	1
Human Resources	People	1	1	1	1	1
Marketing Manager	People	1	1	1	1	1
Operations Manager	People	1	1	1	1	1
General Physician	People	3	3	3	3	3

Employees according to position		Year				
Obstetrician (SpOG)	People	2	2	2	2	2
Skin and Gender Specialist (SpKK)	People	2	2	3	3	3
Nutritionist (Sp.GK)	People	1	1	1	1	1
Andrology Specialist (Sp.And)	People	0	0	1	1	1
Nurse	People	8	8	10	10	10
Midwife	People	2	2	2	2	2
Beautician	People	4	4	4	4	4
Medical Recorder	People	1	1	1	1	1
Administrative Staff	People	1	1	1	1	1
Pharmacist	People	1	1	1	1	2
Pharmacist Assistant	People	2	2	2	2	2
Customer Service	People	2	2	2	2	2
Cashier	People	2	2	2	2	2
Finance	People	1	1	1	1	1
Procurement Admin	People	1	1	1	1	1
Admin Marketing	People	1	1	2	2	2
Security	People	2	2	2	2	2
Cleaning Service	People	2	2	2	2	2
Total number of employees		42	42	47	47	47

In conducting the recruitment process, Mitha Clinic uses two methods, namely internal and external recruitment. In internal recruitment, the company uses the (Job Posting) method where the company provides information to existing employees about available job vacancies. Employees can also recommend their closest relatives. Employees

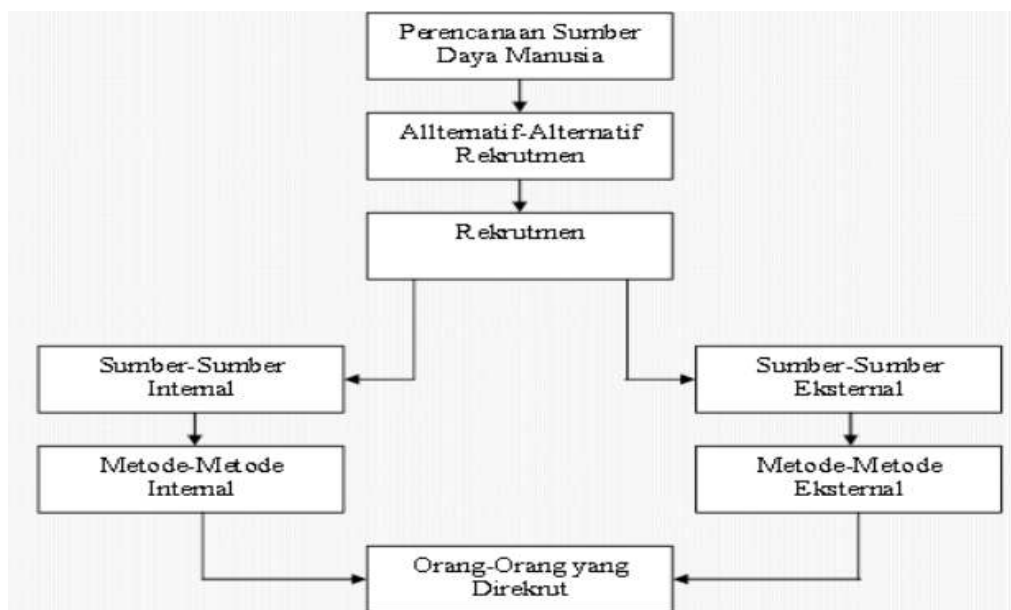


Figure 2 Mitha Clinic Recruitment Scheme

who come from relatives' recommendations are more likely to have good loyalty and job satisfaction.

Training is a program to improve the ability to carry out work individually, in groups and / or based on the level of positions in the organization or company. In conducting training and development for its employees, Mitha Clinic has three stages, namely as follows:



Figure 3 Stages of employee training and development

The status of employees working at the Mitha Clinic is guided by Law No.11 of 2020 concerning Job Creation Article 56 paragraph (1) which reads that work agreements are made for a certain time or for an indefinite period. So that the company will use two types of employee status, namely permanent (PKWT / Fixed Time Work Agreement) and contract (PKWTT / Indefinite Time Work Agreement). Working hours are the time used to do work, can be carried out during the day and / or night. Mitha Clinic is a company engaged in health services that operates from 08.00-21.00 WIB. Working hours of Mitha Clinic employees are in accordance with articles 77 to 85 of Law No.13 of 2003 concerning Manpower and Job Creation Law No.11 of 2020 by dividing into Shift and Non Shift categories.

Table 5 Non-Shift Working Time and Hours

DAY	WORKING HOURS	REST	TOTAL WORKING HOURS 1 DAY
MONDAY	08.00-16.00	12.00-13.00	7 JAM
TUESDAY	08.00-16.00	12.00-13.00	7 JAM
WEDNESDAY	08.00-16.00	12.00-13.00	7 JAM
THURSDAY	08.00-16.00	12.00-13.00	7 JAM
FRIDAY	08.00-16.00	12.00-13.00	7 JAM
SATURDAY	08.00-16.00	12.00-13.00	7 JAM

Table 6 Shift Working Time and Hours

DAY	MORNING SHIFT		MORNING SHIFT	
	WORKING HOURS	REST	WORKING HOURS	REST
MONDAY	08.00-16.00	12.00-13.00	14.00-22.00	18.00-19.00

TUESDAY	08.00-16.00	12.00-13.00	14.00-22.00	18.00-19.00
WEDNESDAY	08.00-16.00	12.00-13.00	14.00-22.00	18.00-19.00
THURSDAY	08.00-16.00	12.00-13.00	14.00-22.00	18.00-19.00
FRIDAY	08.00-16.00	12.00-13.00	14.00-22.00	18.00-19.00
SATURDAY	08.00-16.00	12.00-13.00	14.00-22.00	18.00-19.00
SUNDAY	08.00-16.00	12.00-13.00	14.00-22.00	18.00-19.00

The formulation of weights and targets for each employee is done by deriving from the goals of each department and company. In addition, an analysis of the job description of each division will be carried out to determine what indicators must be achieved by employees. Weights and targets are compiled through discussions with the Head of each department who knows exactly the condition of the company. The targets set must be achieved within 1 (one) month.

Human Resources (HR) cost projection is a planning activity to combine the amount of labor available with the amount of labor required. The purpose of this activity is to get an overview of labor needs, which is commonly called formation preparation. Preparation of the HR budget will affect the entire operational budget and project future HR activities so that this must be considered by the HR department in its preparation. In its preparation, what is considered includes the basis for preparation, preparation system, analysis of labor needs. In addition, Human Resources (HR) planning also involves job design, recruitment, screening, compensation, training, and employment policies. The projected costs of Mitha Clinic in the next 5 (five) years are as follows:

Table 7 Projections Human Capital (HC) Cost

Allowance Cost	Year 1	Year 2	Year 3	Year 4	Year 5
THR	222.795.	233.935.	275.342.5	289.109.6	303.565.1
	300	065	40	66	50
BPJS Health - Company	106.941.	112.288.	132.164.4	138.772.6	145.711.2
	744	831	19	40	72
BPJS Employment - Company	166.829.	175.170.	206.176.4	216.485.3	227.309.5
	121	577	94	18	84
BPJS Health - Staff	26.735.4	32.401.7	37.846.11	39.234.42	42.635.24
	36	86	9	4	3
BPJS Employment - Staff	80.206.3	84.216.6	99.123.31	104.079.4	109.283.4
	08	23	4	80	54
Income Tax	19.419.6	26.161.8	37.723.31	46.055.73	54.804.77
	27	59	9	5	1

Allowance Cost	Year 1	Year 2	Year 3	Year 4	Year 5
Position Allowance	209.224.	219.685.	248.635.8	261.067.6	274.120.9
	320	536	22	13	94
Transportation Allowance	60.600.0	63.630.0	71.442.00	75.014.10	78.764.80
	00	00	0	0	5
Total	892.751.	947.490.	1.108.454.	1.169.818.	1.236.195.
	756	277	025	977	273

Discussion

The discussion of these results illustrates how important Human Capital (HC) planning or Human Resources (HR) is in the development strategy of KLINIK MITHA Pre-Marriage Healthcare and Aesthetic. HC planning is a systematic process that aims to maximize the potential of HR as the company's main asset. By detailing Klinik Mitha's HC goals for the next five years, the understanding of HC goals integrated with the Business Model Canvas (BMC), and the strategies implemented to achieve them, this article provides a comprehensive overview of HR management.

The integration between HC goals and BMC is a key step in guiding the development of Mitha Clinic. By ensuring that HR management supports the overall business objectives, Klinik Mitha ensures that their human resources are not only involved in day-to-day operations, but also become an integral part of the company's vision and mission. This is what makes HC planning at Klinik Mitha a holistic process, ensuring that HR aspects are integrated with the broader business strategy. This is in accordance with the previous research statement that Human Capital (HC) and Business Model Canvas (BMC) will support overall business goals. (Giourka et al., 2019; Agusty, 2020; Sibalija et al., 2021). In the context of strategy implementation, the research links the concept of McKinsey's 7S model with KLINIK MITHA. Corporate culture and values are the main focus, with an emphasis on cultural and value transformation that supports the achievement of the clinic's vision and mission. [4]. The development of an organizational culture that prioritizes "delightful service" reflects a commitment to exceptional customer service, a concept that can increase customer satisfaction and happiness. This is in accordance with previous research statements which state that corporate culture and values will support the achievement of the vision and mission of the company (Lamsihar & Huseini, 2019; Bahaudin, 2023; Rachim, 2021)

An understanding of the types of employment agreements and employee status, as well as working hours that are regulated according to laws and regulations, provides a strong legal basis for employment relationships at Mitha Clinic. The existence of Man Power Planning (MPP) planning for the next two years and internal and external recruitment approaches show the efforts of the Mitha Clinic in managing its human resources efficiently and effectively. This is in accordance with previous research which states that Man Power Planning (MPP) planning will make human resource management efficient [8]. Regarding employee training and development, this article describes the three stages of training that Klinik Mitha has as an effort to improve the quality of HR. Expanding

the understanding of the use of employee status (PKWT and PKWTT) and the division of working hours in accordance with regulations adds a sustainability dimension to HR management. This creates an additional dimension in HR management, which includes aspects of legality and compliance with labor regulations. By understanding these aspects more deeply, Klinik Mitha can ensure that their HR management is within the appropriate legal framework and contributes to the sustainability of their business in the future. This is reinforced by previous research statements that good HR management will contribute to business sustainability (Stahl et al., 2020; Amrutha & Geetha, 2020).

Finally, the projection of HR costs for the next five years provides an insight into the planning of manpower requirements and its effect on the overall operating budget. Emphasis on the basis of preparation, preparation system, and analysis of labor needs are critical steps in designing HR formations and budgets. This is in line with previous research that states employee training and development will improve the quality of human resources (Ozkeser, 2019; Darmawan et al., 2020; Stachová et al., 2019; Anwar & Abdullah, 2021; Werdhiastutie et al., 2020). This article provides an in-depth insight into Human Capital planning management in the context of health and beauty clinics, focusing on strategies for managing medical and beauty staff. In the world of health and beauty, where service quality and customer satisfaction are of paramount importance, HR planning management has a key role in producing a team of staff who are professional and committed to delivering quality care and satisfactory results [16]. This research reveals relevant best practices, challenges, and opportunities in the industry, which have real implications for both practical stakeholders in health and beauty clinics and for the development of HRM theory. This article fills a knowledge gap by integrating current theory and practice in HRM specifically within the health and beauty clinic setting, and therefore, makes a valuable contribution to both practical and theoretical understanding in this field.

CONCLUSION

The conclusion of this discussion is that Human Capital (HC) planning has a central role in the development strategy of KLINIK MITHA Pre-Marriage Healthcare and Aesthetic. This article highlights HC planning policies that are integrated with the clinic's business goals and strategies. HC goals linked to the Business Model Canvas (BMC) provide a clear direction for HR development in supporting the achievement of the company's vision and mission. Overall, this article provides a comprehensive overview of HC planning management in the context of health and beauty clinics. The implications include practical contributions to Mitha Clinic's HR management as well as theoretical value that can be applied in the healthcare industry more broadly. The conclusion underscores the importance of HC planning as the foundation for operational success and business growth in the health and aesthetic services sector.

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