



## **Describing Training and Development Practices of Call Center Services in Pagadian City**

*Lovely Digal Uy<sup>1</sup>, Rhonafe Virador<sup>2</sup>, Joychorraine Zacarias<sup>3</sup>, Ace Virgel Batingal<sup>4</sup> \**

*<sup>1,2,3,4</sup> Department, Saint Columban College, Pagadian City, Philippines*

---

### **ABSTRACT**

This study explored the training and development practices implemented in call center services in Pagadian City, focusing on their impact on employee performance, retention, and customer satisfaction. Training programs in these call centers are structured, continuous, and performance-driven, equipping agents with essential skills such as communication, product knowledge, problem-solving, and customer service. These programs are designed based on performance reviews and customer feedback, incorporating workshops, hands-on practice, and regular feedback to enhance agent proficiency. Despite the effectiveness of these training initiatives, challenges such as varying skill levels, maintaining engagement during long sessions, and mental health concerns remain significant. To address these issues, call centers adopt flexible schedules, engaging activities, and real-time feedback mechanisms to keep training effective and supportive. The findings emphasize the importance of continuously improving training programs to meet agent needs, ensuring they deliver high-quality service, achieve customer satisfaction, and thrive in a productive work environment. This study provides valuable insights for team leaders, managers, and call center service companies in enhancing their training approaches for long-term success.

Keywords: Training and development, call center service companies, communication skills, self-improvement, employee performance

---

### **1. INTRODUCTION**

Training programs equip staff with essential skills through various methods like classroom instruction, e-learning, mentoring, and on-the-job training, enhancing performance and achieving company goals (Ankita, 2023). Some agents found the training sufficient, while others felt it focused more on products than language skills. They noted gaps in applying learned skills, suggesting a greater emphasis on language training (Belasco et al., 2021). Call center training and career development are rated "quite good," while employee performance and involvement are "quite high." Training directly boosts engagement, which indirectly enhances performance (Aulia et al., 2024).

Training influences employee performance, with competence having a significant positive impact, while commitment's effect is positive but not statistically significant (Pramono & Prahiawan, 2021). Employee performance is crucial for success, influenced by job satisfaction. Key measures include productivity, absenteeism, and satisfaction (Osunde, 2015). The most common barriers to employee training and learning are inadequate promotion opportunities, poor management commitment to training, and a lack of openness and equity in the selection of trainees (Anlesinya, 2018). Training and development showed a significant positive impact on employee productivity and performance, with a 0.05 significance level (Abdulraheem & Mohammed, 2016).

Training and development enhance employee satisfaction and company performance, as confirmed by a 2003 study, leading to a more skilled and productive workforce (Nagaraju & Archana, 2015). Employee retention is significantly improved by training, but job satisfaction is not significantly impacted. On the other hand, career development has a big impact on job satisfaction but had no immediate effect on employee retention (Nasution et al., 2024). It is advised that some areas be improved, such as management support, giving employees feedback, and conducting employee training continuously, as the results indicate that these would improve employee performance in the organization. The working conditions and a lack of resources have an impact on employee training and development (Franklin et al., 2014). For improved training of employees, a number of novel approaches are proposed. The suggested solution's primary contribution is the development of novel techniques that give staff members hands-on training to improve performance and save organizational expenses (Bassam, 2015).

Employees gained fulfillment, feedback, skills, and career growth, but management struggled with training implementation due to weak frameworks, poor communication, bureaucracy, and limited top-level support (Ali & Nada, 2018). Most employees agreed that training and development improved their skills, motivation, and loyalty, positively impacting their performance (Muhammad & Aiman, 2015). Despite their unique circumstances, respondents' work-related and personal responsibilities as well as the training program's delivery style, materials, and instructors worked out well, indicating that employees genuinely value training (Enoval, 2019). It simply indicates that a training and development program that will maximize each

employee's involvement in promoting exceptional performance of their duties and responsibilities as well as their full potential in achieving the goals and objectives still needs to be developed (Catalino et al., 2022).

Following their participation in a training and development program, the respondents evaluated their ability to carry out their job duties to a high degree (Habon et al., 2019). Training enhances personal growth, commitment, and productivity. Companies invest in technical and soft skills training to maintain industry competence, recognizing it as essential for long-term success. (Ganesh & Indradevi, 2015).

Job satisfaction and retention improve when employees see growth opportunities. Higher training satisfaction strengthens agreement on retention factors, career planning, and the effectiveness of development programs. (De Jesus et al., 2019). To achieve specific goals for their current role, the trainee will learn specific skills and knowledge from the trainer. Employees will meet with their manager or supervisor during the development process to talk about their strengths and shortcomings as well as how to perform better at work in order to advance and broaden their current career path (Prasanth, 2015).

However, organizations continue to increase their training expenditure annually because they feel it will provide them a competitive edge. Training and development is a strategic tool that is essential for improving employee performance (Falola et al., 2014). Most of the organization needs to assess the job's nature, the size of the company and its workforce, the kinds of workers, and the expense of implementing a training strategy. Based on training materials, time, expenses, and task types, numerous businesses have discovered and implemented a variety of training techniques (Oluwaseun, 2018). An organization's training and development initiatives are educational endeavors with the goal of enhancing performance. These programs frequently focus on enhancing knowledge and skills, which may contribute to improved job performance and job satisfaction (Aktar, 2023). The level of competence of an organization's human resources has a significant impact on its success. An employee is an organization's most important asset. Employee performance determines the organization's ability to survive. Gaining new technical knowledge and abilities in the many areas of the business is greatly aided by training (Geburu, 2019).

Training and development strengthen employer-employee relationships, boost retention, and enhance organizational effectiveness by improving staff skills and knowledge (Fletcher et al., 2018). Employee performance improves as a result of development; training and development both boost performance. Businesses must invest in staff training and development if they want to maintain a competitive edge over the long run (Waqar et al., 2018). Leaders should assess performance systematically, considering motivation, skills, and roles. Proper training and evaluation help employees strengthen the company's competitive edge (Rodriguez & Walters, 2017).

A study of 421 agents in 17 Philippine call centers found that self-efficacy and engagement mediate the link

between training investment, role performance, and satisfaction with managers' training (Tamayo et al., 2024). The Philippine BPO sector has grown, but attrition remains high. Millennials dominate the workforce, with job satisfaction differing from older generations (Cruz et al., 2022). Since all call center employees receive the same training in the same way, they are all liable to disciplinary action, which can include termination of employment, depending on their performance. For many businesses, call centers have been a source of income (Royal, 2023). This study examined customer service representatives' work attitudes, training satisfaction, and their impact on retention in U.S. SaaS inbound call centers. Findings showed a significant correlation between work attitudes, training satisfaction, and employee retention (Birocci, 2022). Firm size strongly influences call center training evaluation methods based on the Kirkpatrick Model and ROI, while ownership has a lesser impact. A significant interaction exists between firm size and ownership in evaluating Reaction, Learning, and Behavior levels, but their effect on outcome assessment and ROI is minimal (Asadullah, 2014).

### ***1.1 Research Objectives***

This research aims to examine the Training and Development Practices implemented in Call Center Services in Pagadian City. It also seeks to assess how these practices influence employee performance, retention, and customer satisfaction.

---

## **2. Method**

### ***2.1 Research Design***

This qualitative Merriam case study examined training practices in Pagadian City call centers, exploring their impact on skills, performance, and job satisfaction. It used an inductive approach to gather insights and assess training effectiveness.

### ***2.2 Research Environment and Participants***

This study was conducted in Pagadian City, focusing on call center service providers, including team leaders, managers, and agents. With a limited sample of eight participants, the research targeted agents involved in training and development.

Participants varied in age, gender, and education to explore diverse training strategies.

### 2.3 Research Instrument

This study was conducted in Pagadian City, a key hub for call center services. The industry there focuses on customer support, technical assistance, sales support, and order management. The research combined observations, data mining, and interviews to gather insights. Field observations captured real-time operations, while data mining analyzed checklists and interview transcripts. Interviews with team leaders, managers, and agents explored their experiences with training and development practices.

### 2.4 Data Gathering Procedure

The researchers created and validated a questionnaire, obtained approval from relevant authorities, and conducted interviews. Data was cleaned, analyzed for patterns, and compared with existing literature to interpret the results.

### 2.5 Data Analysis

The study used Merriam's qualitative data analysis process, starting with open coding to identify patterns. Codes were grouped into categories, refined through pattern recognition, and synthesized into clear themes that reflected the study's findings.

---

## 3. Results and Discussions

### Training Needs of Call Center Agents

This category identifies the specific training needs of call center agents based on insights from call center services in Pagadian City. Through data collection and analysis, key focus areas were determined: *Skill Evaluation*, *Communication Skills*, *Self-Confidence*, and *Network Uptime Assurance*, ensuring targeted and relevant training.

*Skill Evaluation.* It involves the process of assessing the abilities, knowledge, and competencies of agents to

identify gaps that need to be addressed through training programs. It is a systematic approach used by call center services to ensure agents are equipped with the skills necessary to perform their roles effectively.

"We assess trainees with mock calls and recitations, focusing on communication, product knowledge, and technical skills to guide coaching and improve future training."—P1

"We focus on providing proper equipment and training to help call center agents improve their sales skills and better understand our services for more effective performance."—P4

"We identify training needs through skill assessments, call reviews, and surveys, focusing on product knowledge, problem-solving, and communication."—P6

The researcher used member-checking during interviews, where agents mentioned skill evaluations to identify their training needs. These evaluations guided targeted coaching to improve performance and service quality.

The researcher interviewed call center managers, who emphasized the importance of skill evaluations to ensure agents follow SOPs and are equipped with the necessary skills for optimal performance. This highlights the need for skill evaluations in the company.

The researcher observed that skill evaluations are essential for call center agents to master the required skills. Companies must implement this to ensure agents are well-equipped to engage with customers.

Each service interaction in customer support contact centers is performed as a messaging dialogue between a customer and an agent, who together exchange information, solve problems, and co-produce the service together. (Daw et al.,2024).

Marketing now focuses more on customer care to build long-term relationships, moving beyond just assisting with product choices or solving problems. (Huang & Rust, 2024).

*Communication skills.* Training focused on improving agents' communication skills to ensure clear, professional, and empathetic customer interactions.

"Effective training in communication, confidence, and pronunciation is essential for call center agents to handle interactions and objections smoothly."—P1

"Good communication is about helping customers understand products, not just perfect English.

Identifying strong agents helps them support teammates, promoting overall growth.”—P3

“The training for my call center agents prioritizes communication skills to ensure they listen, understand, and respond to customers effectively.”—P6

The researcher used member-checking in interviews. Experienced agents highlighted that communication skills were crucial in their training, helping them convey information clearly, build rapport, and resolve issues with professionalism and empathy.

The researcher interviewed call center personnel and found that communication skills are crucial for agents. Since communication is key to call center services; agents must be trained in these skills to excel in their roles.

Based on the researcher's observation, the participants are eager to train the call center agents in the necessary communication skills to work properly with customers, especially in dealing with queries and concerns about the company's products and services.

The evidence, through the participants' responses, emphasizes the importance of communication skills to call center agents, especially customer service. It is vital to engage with customers about the products and services offered by the companies.

Communication training can help improve motivation when employees know what they are to do, how they are performing, and what they can do to get over substandard performance (Fahmi & Ali, 2022).

Language and customer-service expressions enhance value co-creation by fostering positive emotions and care. Customer care is key to value co-creation. (Brown & De Neve, 2023).

*Self-confidence.* Self-confidence is a crucial training need for call center agents because it directly impacts their ability to interact with customers effectively, handle challenging situations, and make decisions with authority.

“Self-confidence is crucial for handling tough calls. Mental health training builds resilience, while confidence improves script delivery and professionalism.”—P1

“Self-confidence is important because agents need to be confident in themselves to address the script properly.”—P6

During interviews, agents confirmed that self-confidence, part of their training, helped them handle difficult calls and manage rude clients. It enabled them to stay composed, think clearly, and maintain professionalism. Without it, interactions could lead to miscommunication or escalation.

The researcher found that self-confidence is essential for call center agents to engage effectively with customers.

Building confidence boosts morale and improves performance, leading to better results.

Based on the researcher's observation, the call center agents must gain self-confidence to foster their performance. It will allow them to perform well and can talk to the customers will full confidence and can think clearly about their response appropriate with the situation on hand.

The participants, especially P6, stated that being self-confident can add more confidence to the call center agents and will also let them follow the script clearly. Thus, making them deliver the script smoothly.

They are more likely to engage in innovative behaviors when they feel overqualified and have creative self-confidence. (Ma et al., 2024). A high self-esteem means being happy and contented with oneself (Cichocka et al., 2023).

*Network uptime assurance.* Network uptime assurance is a key training need, helping agents manage service interruptions and ensure seamless customer experiences.

“A stable internet connection is crucial for agents to meet performance standards and communicate effectively with customers. Poor connectivity can disrupt productivity.”—P4

Agent feedback highlighted the importance of a stable internet connection for productivity, seamless communication, and uninterrupted task completion. Without it, performance could be negatively affected by lags, dropped calls, and delays.

Interviews with call center personnel highlighted the need for stable internet connections and high-end laptops to ensure smooth performance during customer interactions.

The researcher observed that logistics companies face significant challenges in ensuring that call center agents provide quality customer services to their clients by securing a stable internet connection.

P4 exclaimed that it is essential for call center agents to invest in their internet connections because bad internet

connections will affect their overall performance, even if they are very good or even the best in their performance.

Live chat services can be ineffective due to skepticism and resistance, hindering task completion and causing undesirable behaviors like noncompliance, which harms both service providers and users (Adam et al.,2021).

The technology holds promise, but it also poses arguably ethical and legal challenges. It is capable of delivering both positive and negative outcomes for organizations, society, and individuals. (Dwivedi et al.,2023).

Learning Curve Theory suggests that as call center agents gain experience, their performance improves, enhancing skills like communication, self-confidence, and network uptime assurance. Here is how the learning curve theory can be integrated into these areas:

New agents face challenges in problem-solving, communication, and system familiarity. Training, experience, and feedback help them improve, reinforcing the learning curve. Continuous training enhances clarity, confidence, and rapport-building for better interactions.

Role-playing, feedback, and script practice enhance communication skills. Confidence grows with experience, mentoring, and call reviews. Training in troubleshooting helps agents handle technical issues, leading to smoother interactions over time.

By applying the learning curve theory to training programs, call centers can create structured, incremental training paths that improve agents' skills over time. This approach helps agents grow into their roles, increasing their efficiency and confidence while minimizing the effects of early performance struggles.

### **Training and Development Practices**

This category explores the training and development practices of call center service providers. The researchers gathered insights into these practices and identified key sub-categories based on the data analysis, the researchers arrived at the following sub-categories, which are *Skill Development, Sustained Training Initiatives, Training Engagement, and Skill Enhancement*.

*Skill Development.* Skill development is crucial in the call center industry for improving agent performance, customer satisfaction, and service efficiency. It enables agents to handle inquiries, solve problems, and manage complex situations confidently.

“Training goes beyond presentations, it builds confidence and skills. Learning continues even after agents start, with ongoing communication improvement ensuring success.”—P1

“Refresher training reinforces skills, with in-person sessions ensuring better engagement and learning than online training.”—P3

“Extending training helps agents adjust, reducing overwhelm and improving readiness for high call volumes.”—P4

The manager confirmed that coaching is a key part of training, helping agents refine skills, expand knowledge, and improve client satisfaction.

Interviews revealed that skill development is a top practice in call center training, focusing on equipping agents with the necessary knowledge to deliver high-quality customer service.

The researcher noted that call center services implement skills development to safeguard the performance of the call center agents. This will maximize the full capacity of call center agents to deal well with customers and promote their products.

Participants emphasized the importance of skills development through feedback, communication training, coaching, and real-life situations to enhance agents' abilities throughout training.

Customer-oriented behavior (COB) is important in call center interactions, including successful sales negotiation (Stock et al.,2024).

Implementing work discipline and motivation enhances employee performance, benefiting both individuals and the agency. (Sunarto & Latif, 2024).

*Sustained Training Initiatives.* Sustained Training Initiatives are ongoing programs that continuously improve call center agents' skills and performance, adapting to industry changes, technology, and customer needs.

“Training is continuous, with coaching, quarterly meetings, and ongoing sessions to support development and improvement.” -- P1

“We offer a knowledge base, industry updates, and continuous training improvements based on feedback and performance. Ongoing support includes coaching, refresher courses, and mentorship to enhance growth, job satisfaction, and retention.”—P2

“Well, Some of our best practices we include personalized training plans, continuous feedback loops, and leveraging technology to provide flexible learning options.” —P3

The researcher used member-checking to validate responses. The manager highlighted that sustained training initiatives were key to agents' ongoing development, keeping them updated on industry practices and enhancing their confidence and competitiveness.

The researcher found that sustained training initiatives are crucial for call center agents. These programs keep agents updated on customer needs, enhance problem-solving and communication skills, and boost confidence, ensuring quality service and long-term employee growth and retention. Long-term training planning is essential to address performance backlogs.

The researcher found that call center agencies prioritize continuous training to help agents adapt to industry changes, improve skills, and boost communication and problem-solving abilities, leading to better performance and employee retention.

Participants emphasized the importance of ongoing training, with some undergoing 15-minute sessions before shifts. Team leaders also supervise training based on availability, ensuring continuous skill development for agents.

Lifelong learning usually includes ongoing training and transfer across environments over an agent's lifetime (Ebrahim et al.,2025).

Organizations, therefore, invested heavily in buying 'off-the-shelf' improvement methods and training huge numbers of employees on these methods and the tools and techniques associated with them (van Assen, 2020).

*Training Engagement* involves active participation from agents, ensuring they are motivated and committed to learning. This helps agents retain knowledge, apply it effectively, and feel more satisfied with their jobs.

“We hold quarterly meetings with engaging training sessions led by top trainers. Our training fosters camaraderie, enhancing teamwork and collaboration in our call center.”—P1

“Training currently lasts one week, but extending it would better prepare agents for the role. Even experienced agents need time to adapt to company processes. Trainers offer real-time guidance to ensure their success.”—P4

“We use visual aids like presentations, videos, infographics, and interactive simulations to enhance learning. Open communication and feedback channels ensure agents feel comfortable sharing concerns, suggestions, and ideas.”—P8

The manager highlighted that training engagement, including role-playing and mock calls, was key to individual growth and team success. These initiatives boosted overall organizational performance.

The researcher observed during interviews with the participants, and it was evident that these call center services are letting the call center agents engage during their training, seminars, and workshops so that they can learn firsthand. This means that call center agents are engaged during their training, seminars, and workshops.

The participants' responses were evident, and they wanted to tackle more of the call center agents' engagement during their training. Workshops and seminars. The companies will invite guest speakers to immerse their employees, give incentives and bonuses, give interactive simulations, and promote work efficiency.

Demonstrate that employee engagement mediates the impact of workplace well-being, employee development, employee retention, and employee satisfaction. (Synniewska et al.,2023).

It suggests that employee engagement in the workplace is impacted most by training satisfaction and performance appraisal satisfaction (Memon et al.,2021).

*Skill Enhancement.* Skill enhancement is a fundamental component of the training and development practices employed by call center service companies. These initiatives aim to equip agents with the competencies needed to excel in their roles, ensuring they provide high-quality service and effectively handle customer interactions.

“Our training covers communication skills with experienced ESL trainers, critical thinking tests, and script delivery. We identify areas for improvement and help agents enhance their skills during live calls.”—P1

“Our training equips agents with skills for effective customer interactions using the ARC framework—Acknowledge, Respond, and Continue. This approach builds rapport, manages rebuttals, and improves sales effectiveness.”—P4

In their responses during the interview, the researcher used a member-checking approach to validate their responses. Based on the responses of other manager, they focused on enhancing their agents' existing skills while helping them acquire new ones to align with the evolving needs and expectations of call center services. They fostered both personal growth and professional excellence, ultimately driving the success of the team and the company as a whole.

The researcher observed during interviews with the participants, and it was visible to those companies to enhance the skills of their employees, especially the call center agents. This explains the eagerness of the call center services to conduct skill enhancement as another factor that contributes to the overall performance of the company.

The participants can answer the researchers' questions because they themselves implemented the skill enhancement. It is vital to note that integrating skill enhancement will always help call center employees enhance their capabilities, especially in communicating with customers.

The participants' responses tackled more skills enhancement, such as improving themselves to the maximum, customer retention, and applying ARC statements during rebuttals with the customers.

Discovered that employees experienced favorable training and skills development processes overall and saw them as beneficial for their careers and good performance on the job. The training programs were said to be relevant and diverse, and the learning environment was described as supportive (Emon & Chowdhury, 2023).

Furthermore, refining management styles, optimizing job design and responsibilities, and investing in training and development initiatives can also positively impact employee satisfaction and, consequently, organizational success (Quader, 2024).

According to the Learning Curve Theory, call center agents improve efficiency and proficiency with practice, as training and development practices are applied.

Learning Curve Theory highlights gradual improvement as agents practice and refine skills. In call centers, training includes communication, product knowledge, and problem-solving, with regular simulations to enhance skills. Performance metrics identify areas for further improvement, following the curve's trajectory.

Ongoing training, mentorship, and coaching reinforce skills and boost confidence. Hands-on exercises and case studies accelerate learning. Customized training and regular feedback refine skills, ensuring continuous improvement and efficiency.

By integrating the Learning Curve Theory, call center service providers can optimize training and development practices to ensure agents improve over time. Skill development, sustained initiatives, engagement, and enhancement are all interlinked, with each aspect contributing to agents' progression along the curve, leading to higher productivity, job satisfaction, and customer satisfaction.

### **Training and Development Challenges**

This category highlights the challenges faced by call center service providers in training and developing their agents, providing deeper insights into these issues. After collecting and analyzing data pertaining to the challenges and problems faced by call center services and companies, the researchers arrived at the following sub-categories: *lack of attention span of trainees*, *lack of time management*, *lack of open communication*, and *lack of self-confidence*.

*Lack of attention span of trainees* is a significant challenge in the training and development of call center agents. It hinders the effectiveness of training programs, leading to decreased agent performance, lower productivity, and reduced overall customer satisfaction.

"A key challenge is maintaining agent engagement and motivation during training. To address this, we incorporate interactive elements and provide regular breaks, ensuring sessions remain dynamic, engaging, and effective."—P2

"A major challenge is agents losing focus due to distractions or connection issues, leading to missed information. We address this through close monitoring and immediate call-outs to keep them engaged."—P4

During the interview, the manager highlighted that the main issue during training was a lack of energy in some agents, which impacted engagement and learning effectiveness.

The researchers observed that some call center agents lack focus during working hours, affecting their performance and ability to keep up with company updates. This focus issue can hinder overall performance.

The participants can answer the researchers' questions because they have rated the current performance of the call center agents. In doing so, they also identify the lack of focus as a hindrance to the overall success of each employee at the call center.

Participants highlighted several issues related to lack of focus, including agents sleeping during work, inaccurate responses to customers, and ineffective training. This lack of focus leads to poor performance and prompts managers to conduct repetitive training to address skill gaps.

When uncertainty isn't properly addressed, BCM's decision-making support in uncertain scenarios is limited. Managing these cases requires shifting from a protective risk-management approach to a proactive, resilience-based strategy. (Steen et al., 2024).

Career growth should be effective in addressing changes for the identified areas of dissatisfaction, like compensation packages, and contribute to a more responsible workforce drawn from the middle class (Quader, 2024).

*Lack of Time Management* refers to the inability to effectively allocate and utilize time for training sessions while balancing the call center's operational demands. This challenge arises when service companies struggle to schedule, prioritize, and execute comprehensive training programs due to constraints such as high workload, shift-based operations, and the need to maintain uninterrupted customer service.

"Managing individual training needs is tough with a large group and limited trainers. While general training helps, targeted coaching or peer support improves learning."—P1

"Time management is challenging for student agents balancing work and studies, while internet issues and power outages disrupt training."—P5

In their responses during the interview, the researcher used a member-checking approach to validate their responses. According to the manager, one of the most challenging aspects of training was when agents struggled with time management, which created significant difficulties in balancing their work responsibilities. This was especially true for agents who were also students, as managing a mixed schedule was particularly difficult for them.

The researchers found that poor time management hampers call center agents' ability to meet targets, improve skills, and handle customer inquiries effectively. Time management is crucial for timely customer service and attentiveness.

The participants can answer the questions given by the researchers because they observed that some of their call center agents lack time management to meet the requirements and quotas for their work. Preparations and time-relevant goals must be of top priority to achieved the required quota.

The participants' responses revealed that call center agents must be aware that their work is a 24/7 service. The employees must also dedicate their time for the company's success. Time lost because of lack of sleep, lack of preparations and lack of updates with the work targets were identified by the participants.

Humans work a third of their day, so maintaining a positive work environment, including good physical, psychological, and ergonomic conditions, is essential for job performance, especially in teleworking settings. (Tavares et al., 2021).

Time management involves organizing and dividing time effectively to boost productivity and achieve goals. It includes setting goals, prioritizing, planning, and minimizing time wastage. (Vizeshfar et al., 2022).

*Lack of Open Communication.* This is the absence or insufficient exchange of information, feedback, and ideas between trainers, agents, and management. This lack of transparency and dialogue can hinder the training process, as agents may not fully understand the expectations, objectives, or areas needing improvement. It also prevents trainers from receiving valuable insights into the agents' challenges, making it difficult to tailor training programs effectively.

“Lack of communication and resistance to feedback hinder personalized training. Trainees may isolate themselves instead of using criticism for growth, limiting training effectiveness.”—P1

“A challenge is agents being dishonest about their internet or backup power, impacting training. Close supervision by three trainers and two QAs ensures focus and effective learning.”—P4

In their responses during the interview, the researcher used a member-checking approach to validate their responses. According to the manager, many of their agents felt too shy to share their problems about their co-agents with their team leader because they were afraid of being scolded or laughed at. Instead, they would lie to avoid causing trouble with their co-agents.

Interviews with call center managers revealed a lack of open communication about agents' concerns, creating a gap between management and employees. This highlights the importance of open communication to address challenges, improve performance, and enhance job satisfaction.

The participants were able to answer the researchers' questions, noting that some of their call center agents struggle with open communication. This issue results in certain problems faced by the agents in providing customer service not being fully addressed, ultimately making their work more challenging and less efficient.

P1 explained that some call center agents are not open with their problems during training, which leads them to fail in their work performance. As participants observed, they also tend to isolate themselves. P4 also highlighted the importance of honesty, and call center agents must share their problems so that the company can address them.

It is an essential component of the organization, which is needed to form collaboration in the work setting, and it influences organizational work and decision-making (Musheke & Phiri, 2021).

In recent years, the importance of internal communication in achieving organizational success has been acknowledged and underlined (Tkalac Verčič, 2021).

*Lack of Self-confidence.* It refers to an agent's inability to trust their abilities, skills, and decision-making during interactions with customers. This challenge can manifest as hesitation, fear of making mistakes, or difficulty in handling difficult situations, such as dealing with irate customers or solving complex issues. A lack of self-confidence can hinder an agent's performance, reduce their ability to communicate effectively and impact their overall job satisfaction.

“A major challenge is when agents experience self-doubt after criticism, affecting their engagement and teamwork. Addressing these feelings helps them grow, learn, and collaborate effectively.”—P1

“A major challenge is when agents face personal issues, which can impact their performance and interactions at work.”—P3

“A common challenge is agents being self-conscious during training, hesitating to turn on cameras, and facing unclear audio, which disrupts engagement and training quality.”—P5



In their responses during the interview, the researcher used a member-checking approach to validate their responses. According to the manager, people often assume that their agents are always confident, but at times, they feel down due to personal problems. This is why the manager believes it is important for agents to maintain their confidence at work and not let their personal issues affect their performance.

The researchers' observations during interviews with personnel from various call centers identified a lack of self-confidence as one of the challenges faced by call center agencies during the training and development of their agents. This issue affects the agents' ability to handle customer interactions effectively, engage with their peers, and respond to feedback constructively. This implies that lack of self-confidence often stems from fear of criticism, low self-esteem, or inadequate preparation. Agencies need to provide supportive environments and targeted training programs to help agents build confidence and succeed in their roles.

The participants were able to answer the researchers' questions, noting that some of their call center agents struggle with self-confidence. Self-confidence is vital to encouraging call center employees to engage and immerse themselves during their training and development period in the company.

The response from the call center managers cited more problems with employees' self-confidence, as some employees were conscious about themselves or were having trouble coping with their work requirements.

Self-confidence means a person's declared ability to face situations in an expected way without relying on others, and he or she has a good self-assessment; self-confidence is a positive attitude toward himself/herself (Kalita, 2021).

Success builds self-confidence, but failure does the opposite, and exposure to negative messaging drains self-confidence (Malureanu et al., 2021).

Integrating the Learning Curve Theory provides a framework for understanding the relationship between learning, experience, and performance improvement over time. It is particularly relevant when addressing challenges faced by call center service providers in the training and development, such as lack of focus, time management, open communication, and self-confidence.

The learning curve suggests that as agents gain experience, their efficiency improves, reducing distractions. However, early training stages can be challenging due to a lack of focus. Strategies like shorter sessions and interactive activities help maintain engagement and accelerate learning. Time management issues can also slow progress, so providing structured schedules and tools can optimize learning. Open communication is essential for receiving feedback and clarifying concepts, while limited communication delays progress. Encouraging dialogue enhances learning. Self-confidence is another key factor. Agents who doubt themselves may hesitate to apply their knowledge. Positive reinforcement and skill-building activities help boost confidence and accelerate development.

By understanding and addressing these challenges through the lens of the Learning Curve Theory, call center service companies can design training programs that account for these factors, ensuring that agents learn efficiently and effectively over time.

### **Coping to Manage the Challenges in the Training and Development of agents.**

This category explores how call centers tackle training challenges, providing insights into their coping strategies for agent development. After collecting and analyzing data pertaining to how call center agencies face the challenges and problems in managing the training and development of call center agents, the researchers arrived at the following subcategories which are *Structured Training Program*, *Training Needs Assessment*, *Competency Enhancement*, and *Performance Feedback*.

*Structured Training Program.* A structured training program helps call centers tackle focus, time management, communication, and confidence issues through clear objectives, modules, and assessments.

“Constructive criticism drives growth, while coaching, quality checks, and training tackle challenges. Engaging activities and teamwork ensure agents are ready for their roles.”—P1

“Strategies such as personalized training plans, regular feedback sessions, and the use of technology have proven effective in achieving our desired outcomes.”—P2

“We train agents in pronunciation, diction, and communication while resolving audio issues. Our goal is to enhance rapport and professionalism in customer interactions.”—P5

“Regular feedback, recognition, and growth opportunities boost motivation. Competitive pay, skill development, and well-being initiatives reduce stress and enhance performance.”—P8

The researcher used member-checking for validation. Agents saw constructive criticism from leaders as a challenge to improve, building confidence and resilience for handling calls and team success.

Researchers found that companies use structured training to close skill gaps, boost performance, and maintain service quality for long-term success.

Participants answered researchers' questions as team leaders oversee training, ensuring agents are well-prepared for their roles.

Participants emphasized mentoring new hires and personalized training to boost performance. Modules and gamification enhance engagement and adaptability.

Training boosts competence, motivation, and customer service. Strong onboarding ensures agents learn product knowledge, sales, and customer engagement. (Vijayan, 2024).

Employee satisfaction positively correlates with training need, training relevance, training work line, and training number (Osewe & Gindicha, 2021).

*Training Needs Assessment* identifies training needs by assessing agent skills, company expectations, and performance gaps for improvement.

“Training is continuous. Real call challenges refine script delivery, while past performance insights enhance future training.”—P1

“Tackling training challenges ensures growth. Script reading and pronunciation practice build key skills, while health support boosts long-term success.”—P5

“Use microlearning with bite-sized modules for flexible, convenient training without disrupting operations.”—P6

In their responses during the interview, the researcher used member-checking for validation. Team leaders ensured fair assessments, identified struggling agents, gathered feedback, tracked trends, and enhanced training for effectiveness.

During interviews with personnel from call centers, the researchers observed that call centers must address agents' training needs, including communication, product knowledge, and emotional resilience. Proper training ensures agents can handle customer inquiries, solve problems, and manage challenging interactions effectively.

The participants can answer the researchers' questions because these call center companies have their team leaders overseeing the training needs of the call center agents, ensuring that each agent receives targeted support and guidance tailored to their development needs.

The participants highlighted that they must produce quality call center agents by addressing the problems during the training. These trainings will prepare the newly hired employees for real-time customer service and bolster their performance.

Training Needs Assessment to align knowledge and skills with job requirements (Muneja et al., 2023).

The other significant contributor to employee performance (Rivaldo & Nabella, 2023).

*Competency Enhancement*. helps call center agents adapt to evolving demands through targeted training in soft and technical skills.

“Constructive criticism helps agents grow, but responses vary. Mental resilience is key, as real learning happens on the job. Challenges drive skill improvement and enhance training programs.”—P1

The researcher used member-checking for validation. Agents acknowledged occasional scolding but saw it as a chance to learn, improve, and meet role demands.

Interviews revealed that competency enhancement is vital for improving agents' skills and efficiency. A critical review of competencies strengthens agents, especially in graveyard shifts and handling tough calls.

Employee participation has the greatest impact on competencies, while recruitment and selection have the least. (Kaur & Kaur, 2021).

Adaptability is a key competency that directly impacts employee performance in changing environments. (Federici et al., 2021).

*Performance Feedback*. Call centers assess and communicate agent strengths and areas for improvement during training. Effective feedback helps agents identify skill gaps and enhance performance.

“Criticism is part of training, encouraging self-improvement. Sometimes, we miss issues during training, making us feel responsible.”—P1

According to the agents, their manager called them to the office to discuss the skills they needed to improve. Sometimes, their team leader talked to them and gave them ideas on how to better deal with clients.

During interviews with call center services conducted by the researchers, it was revealed that performance feedback is necessary and must be implemented to address the concerns of the call center agents. This means that feedback helps identify areas of improvement, boost motivation, and foster personal growth, ensuring continuous skill development.

P1 stated that hearing the sentiments, problems, and concerns of the call center agents will ensure that they are in a safe environment where their superiors always support them during hardships.

Internal communication, well-known as one of the most important functions in public relations, has some positive outcomes on the organization, including employee engagement, commitment, and performance (Lee & Kim, 2020).

Feedback ensures clear communication and task completion. Positive leader-agent interaction fosters creative leadership and better solutions. (Lee et al., 2021).

The Learning Curve Theory applies in various ways to the training and development of call center agents, especially when managing challenges related to structured training programs, training needs assessments, competency enhancement, and performance feedback.

The Learning Curve Theory states that call center agents improve performance over time through structured training and repeated practice. Breaking training into smaller modules helps agents gradually build knowledge, enhancing skills and productivity. A training needs assessment identifies skill gaps, ensuring programs are tailored to each agent's experience level.

In contrast, those with more experience may improve at a slower but more consistent pace. This Assessment allows trainers to customize the learning process and set realistic goals for agents at different stages. As agents undergo competency-enhancement programs, the Learning Curve Theory indicates that agents will show a rapid initial improvement in their skills, followed by gradual incremental progress. The key here is recognizing that agents may need ongoing support to maintain consistent performance and refine their abilities. As agents reach higher levels of competency, their learning curve flattens, meaning that the rate of improvement slows down. Therefore, training should be adaptive, offering advanced modules or refreshers for continuous skill development.

---

#### 4. Conclusion

Call center training programs are structured, continuous, and performance-driven, focusing on communication, product knowledge, problem-solving, and customer service. In Pagadian City, these programs are based on performance reviews and customer feedback, using workshops, hands-on practice, and regular feedback to enhance agent skills. Agents are also encouraged to learn from teammates, promoting continuous improvement. Challenges such as skill differences, engagement issues, and mental health concerns can arise during training. To address these, call centers use flexible schedules, interactive activities, and real-time feedback to maintain effectiveness. By continuously refining training programs, call centers ensure agents meet customer expectations while fostering a positive and productive work environment.

---

#### 5. Recommendations

Recommendations

Based on the on the study conducted, the researchers would like to recommend the following:

1. Human Resources Professionals may learn from this study as it will help them to be better understand the training needs and apply effective training and development practices in their companies.
2. The call center agents may benefit from the study as this study focused solely on their training and development and how it improves their performance, enhances job satisfaction, and helps them deliver better customer service quality and satisfaction.
3. The team leaders of this services will benefit of this study by identifying effective training and development practices that enhance their leadership and coaching skills.
4. The manager of this services will benefit of this study by providing insights into effective training and development practices that enhance workforce performance and retention.
5. The customers may utilize the findings of this study to understand better how the call center service works and how will they provide excellent feedbacks that will contribute to the success of the call center companies.
6. For future researchers, this study may be used as a reference for future studies about the training and development provided by the call center agencies to the call center agents.

---

#### References

- Adam, M., Wessel, M., & Benlian, A. (2021). AI-based chatbots in customer service and their effects on user compliance. *Electronic Markets*, 31, 427–445. <https://doi.org/10.1007/s12525-020-00414-7>
- Abdulaheem, S. & Mohammed R. (2016). The impact of training and development on employees performance and productivity *International Journal of Management Sciences and Business Research*, 5, (7) <https://ssrn.com/abstract=2849769>
- Aktar, S. (2023). The effect of training and development methods on employee satisfaction and performance in commercial banks. *Management dynamics in the knowledge economy*, 11(1), 30–47. <https://tinyurl.com/3wp59rx7>
- Ankita, S. (2023). Impact of training and development as a vital Instrument for boosting morale and productivity among young employees: *International Journal of Management, Public Policy and Research*, 6 (4). <https://tinyurl.com/458tkzu7>
- Anlesinya, A. (2018) Organizational barriers to employee training and learning: evidence from the automotive sector : *Development and Learning in Organizations* 32(2) [https://www.researchgate.net/publication/324067045\\_Organizational\\_barriers\\_to\\_employee\\_training\\_and\\_learning\\_evidence\\_from\\_the\\_automotive\\_sector](https://www.researchgate.net/publication/324067045_Organizational_barriers_to_employee_training_and_learning_evidence_from_the_automotive_sector)
- Asadullah, M. (2014). Training evaluation practice among call centers based on two culture-free characteristics:

Ownership And Firm Size: *Department of Management Sciences, Air University, Islamabad, Pakistan 26(2),12891295,2014*  
<https://www.researchgate.net/profile/Muhammad-Ali->

Bassam, M. M. (2015). Impact of training and development programs on employee performance 5(11), <https://tinyurl.com/3a5xbwsu>

Belasoto, M.F., Bernardino, L., Cantara, S. M., Esimos, M.J., Gabion, J., Jungco, S.J., Maligang, A.K., (2021). Language training and language training practices in the call center industry DOI: <https://doi.org/10.47191/ijsshr/v4-i10-40>

Birocci, Jacquelyn Holmes, "Call center retention: A correlational study of work attitudes and satisfaction of training and development for customer service agents" (2022). *Digital Commons @ ACU, Electronic Theses and Dissertations. Paper 501*. <https://digitalcommons.acu.edu/etd/501>

Brown, T., & De Neve, G. (2023). Skills, training and development: An introduction to the social life of skills in the global South. *International Journal of Training and Development*, 27(6), 607623. <https://doi.org/10.1080/01436597.2023.2219615>

Campbell, C., Sands, S., Ferraro, C., Tsao, H. Y. J., & Mavrommatis, A. (2020). From data to action: How marketers can leverage AI. *Business horizons*, 63(2), 227-243.

Catalin o N. Mendoza, & Pelagia D.S. Bautista. (2022). Scenario-based training and development design among the philippine local government units. *Texas Journal of Philology, Culture and History*, 4, 8–24. R <https://zienjournals.com/index.php/tjpc/article/view/105>

Cichocka, A., Marchlewska, M., & Cislak, A. (2023). Self-worth and politics: The distinctive roles of self-esteem and narcissism. *Psychology of Social Issues*, 12897. <https://doi.org/10.1111/pops.12897>

Cruz, I R. E. D., Pasion, A. C., & Tiu, R. K. (2022). Assessment of the mediating effects of compensation and benefits on the relationship of job satisfaction and employee retention among millennial employees in BPO call center in metro manila: *The Case of Infocomtech*. <https://tinyurl.com/458mhsep>

Daw, A., Castellanos, A., Yom-Tov, G. B., Pender, J., & Gruendinger, L. (2024). The co-production of service: Modeling services in contact centers using Hawkes processes. *Management Science*, 0(0). <https://doi.org/10.1287/mnsc.2021.04060>

Dwivedi, Y. K., Kshetri, N., Hughes, L., Slade, E. L., Jeyaraj, A., Kar, A. K., Baabdullah, A. M., Koohang, A., Raghavan, V., Ahuja, M., Albanna, H., Albashrawi, M. A., Al-Busaidi, A. S., Balakrishnan, J., Barlette, Y., Basu, S., Bose, I., Brooks, L., Buhalis, D., Carter, L., Wright, R., & others. (2023). Opinion paper: "So what if ChatGPT wrote it?"

Multidisciplinary perspectives on opportunities, challenges, and implications of generative conversational AI for research, practice, and policy. *International Journal of Information Management*, 71, 102642. <https://doi.org/10.1016/j.ijinfomgt.2023.102642>

Ebrahim, M., Hafid, A., & Abid, M. R. (2025). Enhancing fog load balancing through lifelong transfer learning of reinforcement learning agents. *Computer Communications*, 231, 108024. <https://doi.org/10.1016/j.comcom.2024.108024> Emon, M. M. H., & Chowdhury, S. A. (2023). Assessing the influence of training and skill development initiatives on employee performance: A case study of private banks in Dhaka, Bangladesh. *Malaysian Business Management Journal*, 2(2), 74–79. <https://doi.org/10.26480/mbmj.02.2023.74.79>

Enoval, C. (2019). Employees' training and development in a private information and communications technology company in the philippines. *ascendens Asia Journal of Multidisciplinary Research Abstracts*, 3(3). <https://tinyurl.com/ms5aa2y3>

Fahmi, I., & Ali, H. (2022). Determination of career planning and decision making: Analysis of communication skills, motivation, and experience (literature review human resource management). *Dinasti International Journal of Management Science*, 3(5), 823–835. <https://doi.org/10.31933/dijms.v3i5.1222>

Falola, H. O., Osibanjo, A. O., & Ojo, S. I. (2014). Effective-ness of training and development on employees' performance and organisation competitiveness in the nigerian banking industry. *Bulletin of the Transilvania University of Brasov. Volume 7 (56) No. 1*. <https://tinyurl.com/ymtnnjrj>

Federici, E., Boon, C., & Den Hartog, D. N. (2021). The moderating role of HR practices on the career adaptability–job crafting relationship: A study among employee–manager dyads. *The International Journal of Human Resource Management*, 32(6), 1339–1367.

Fletcher, L., Alfes, K., & Robinson, D. (2016). The relationship between perceived training and development and employee retention: the mediating role of work attitudes. *The International Journal of Human Resource Management*, 29(18), 2701–2728. <https://doi.org/10.1080/09585192.2016.1262888>

Franklin, K. R. & Cowden, A. & Mahomed, K. (2014). The impact of training and development on employee performance: *A Case Study of Escon Consulting*3(3):72-105 DOI:10.12816/0010945

Ganesh, M. & Indradevi, R. (2015). Importance and effectiveness of training and development. *Mediterranean Journal of Social Sciences*. 6, (1). Doi:10.5901/mjss.2015.v6n1p334

Gebru, K. (2019). Effect of training on employees performance: The case of motor and engineering company of ethiopia/moenco (*Doctoral dissertation, St. Mary's University*). <https://tinyurl.com/2ewyf5h>

- 
- Habon, M. & Enriquez, C. D. & Dinglasan, A. P. & Habon, R. A. & Punzalan, P. M. & Pulhin, J. C. (2019). Impact of training and development program to employees performance and productivity. *Asia Pacific Journal of Education, Arts and Sciences*, 6 4, 74-83 <https://tinyurl.com/3krmbahe>
- Hammedi, W., Leclercq, T., Poncin, I., & Alkire, L. (2021). Uncovering the dark side of gamification at work: Impacts on engagement and well-being. *Journal of Business Research*, 122, 256–269. <https://doi.org/10.1016/j.jbusres.2020.08.032>
- Huang, M.-H., & Rust, R. T. (2024). The Caring Machine: Feeling AI for customer care. *Journal of Marketing*, 88(5), 123. <https://doi.org/10.1177/00222429231224748>
- Kalita, G. (2021). Analyzing the level of self-confidence of the post graduate students in relation to certain variables. *Psychol. Educ. J*, 58, 1381-1383.
- Kaur, S., & Kaur, G. (2021). Understanding the impact of human resource practices on employee competencies: Evidence from the Indian food processing industry. *Employee Relations*, 43(5), 957–978. <https://doi.org/10.1108/ER-05-2020-021> *Journal of Business and Management* 7, (4)20-23. DOI: 10.9790/487X-2007042