



ISIR Journal of Business and Management Studies (ISIRJBMS)

ISSN: 3048-7684 (Online)

Frequency: Bimonthly

Published By ISIR Publisher

Journal Homepage Link- <https://isirpublisher.com/isirjbms-home/>



ONBOARD TRAINING AND PRODUCTIVITY OF EMPLOYEES IN SELECTED BUSINESS PROCESS OUTSOURCING COMPANIES IN QUEZON CITY: BASIS FOR STRATEGIC PERFORMANCE ENHANCEMENT PLAN

Presented To the Faculty of Graduate School Nueva Ecija University of Science and Technology In Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy in Engineering Management

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Article History

Received: 05/06/2026

Accepted: 25/06/2026

Published: 30/06/2026

Vol – 3 Issue – 3

PP: -156-211

Abstract

The global Business Process Outsourcing (BPO) industry was a cornerstone of the modern economy, with the Philippines firmly established as a leading global hub. According to the IT and Business Process Association of the Philippines (IBPAP), the sector generated a staggering \$29.5 billion in revenue in 2022 and employed over 1.57 million Filipinos, underscoring its vital role in national economic stability and growth (IBPAP, 2023). In Quezon City, a key metropolitan center, this industry flourished, hosting a dense concentration of BPO companies that served a diverse international clientele. However, this impressive growth was critically undermined by a pervasive operational challenge: persistently high employee attrition. The industry contended with an average annual attrition rate of 30% to 40%, which could skyrocket to 70-100% for specific voice-based accounts, far exceeding global averages (Romero, 2023). This "revolving door" of talent represented a massive financial drain, with studies showing that replacing a single agent cost between 50% to 150% of their annual salary when recruitment, training, and lost productivity were accounted for (Gallardo, 2022).

In this intensely competitive landscape, where service quality and operational efficiency were paramount, the productivity of human capital was the ultimate differentiator. The initial onboarding period was a decisive juncture in this battle for talent and performance. An estimated 30% of all new hires in the Philippine BPO sector considered leaving within the first 90 days, often citing unpreparedness for job demands and inadequate training support (Diaz & Lim, 2023). This highlighted a critical vulnerability: the frequent disconnect between the design of onboard training programs and the dynamic, high-pressure demands of the production floor. When training was rushed, overly theoretical, or misaligned with key performance metrics—such as Average Handle Time (AHT), First-Call Resolution (FCR), and customer satisfaction (CSAT) scores—it led to longer ramp-up times, increased errors, and employee anxiety, which in turn crippled productivity and fueled the cycle of attrition.

Conversely, evidence suggested that effective onboarding was a powerful solution. Research by the Contact Center Association of the Philippines (CCAP) indicated that agents who underwent a structured, comprehensive onboarding program were 25% more likely to meet their performance KPIs within the first six months (CCAP, 2022). Therefore, the mechanisms through which companies developed their talent at this crucial entry point were not merely an operational function but a strategic imperative for survival and growth.

This study was founded on the premise that a direct and significant relationship existed between the effectiveness of onboard training and the subsequent productivity and retention of employees. It sought to move beyond generic onboarding practices by systematically

investigating this relationship within selected BPO companies in Quezon City. The ultimate objective was to utilize these empirical findings as a foundation for proposing an Improved Onboard Training Manual. This manual was conceived as a strategic tool designed to enhance the efficiency of the onboarding process, directly targeting improved employee performance, reduced time-to-proficiency, and a significant reduction in early-stage attrition, thereby delivering substantial benefits to both the workforce and the organizations that depended on them.

Background of the Study

The Philippines' ascent as the "BPO Capital of the World" was a strategic economic achievement, and Quezon City stood as one of its most vital hubs. This growth was anchored in a supportive legal framework, primarily the Philippine Economic Zone Authority (PEZA) Law (Republic Act 7916), which granted registered BPOs lucrative incentives like tax holidays and duty-free importation, making the country a highly competitive destination for foreign investment. Furthermore, the Data Privacy Act of 2012 (Republic Act 10173) provided a critical legal foundation for the industry, ensuring the security and confidentiality of client information processed locally and bolstering the nation's reputation for reliable and secure outsourcing services. It was within this robust legal and economic context that major BPO players established their extensive operations, shaping the city's employment landscape and presenting common challenges in human capital management.

Among the most prominent of these players was Teleperformance, a French-owned global leader in digitally integrated business services. Established in the Philippines in 1996, the company grew exponentially to become the country's largest private employer, with a massive workforce exceeding 90,000 employees nationwide. In Quezon City, Teleperformance operated several large-scale branches, with its flagship site in Eastwood City Cyberpark serving as a major hub. Its historical growth mirrored the expansion of the entire Philippine BPO sector, and its current status as an industry titan meant its approaches to training and productivity were highly influential and worthy of detailed examination.

Similarly, AFNI, Inc. (A Focus on New Ideas) had a significant and longstanding presence in the country. Founded in the United States in 1936,

AFNI expanded its offshore operations to the Philippines to leverage the skilled English-speaking workforce. The company specialized in customer engagement and business process outsourcing for industries like telecommunications, insurance, and healthcare. In Quezon City, AFNI operated a major contact center facility, contributing to its total Philippine workforce of over 15,000 employees. Its specific clientele required a rigorous focus on compliance and data security, making the effectiveness of its onboard training programs directly critical to both productivity and legal adherence.

Another key entity shaping the local BPO environment was TTEC (formerly TeleTech), a global customer experience

technology and services company with deep roots in the Philippines. Having entered the market decades ago, TTEC employed approximately 18,000 people across its numerous sites in the country. Its operations in Quezon City formed a critical part of this network, with large facilities designed to serve its diverse portfolio of international clients. The company's evolution from traditional telephony to a comprehensive digital customer experience provider underscored the industry's constant transformation, necessitating equally dynamic and effective training methodologies to keep employee skills and productivity aligned with evolving client demands.

Despite the impressive scale and legal standing of these companies, they collectively operated in a market plagued by high attrition rates, which remained a critical issue for the sector with annual rates often reported between 30% and 40% (Perez, 2024), and intense pressure to maintain ever-increasing productivity and quality standards. The initial onboarding period was a critical juncture where new hires were most vulnerable to overwhelm and disengagement, often leading to early turnover which represented a significant financial loss. A primary productivity challenge linked to training was the "ramp-up" period; when training was misaligned with actual job demands, agents took longer to achieve proficiency, leading to subpar performance in key metrics like Average Handle Time (AHT) and First-Call Resolution (FCR) (Santos & Chen, 2023). While these firms invested substantially in training, there was a pressing need to move beyond standardized programs and investigate the specific correlation between the quality of onboard training and tangible employee productivity outcomes within the unique context of Quezon City. This study was necessary to bridge this gap. By systematically evaluating the current onboarding practices of these industry leaders, this research identified key strengths and deficiencies, providing an empirical basis for developing an improved training manual. The ultimate goal was to create a strategic tool that directly enhanced employee proficiency, shortened time-to-competency, boosted job satisfaction, and reduced attrition, thereby fortifying the operational backbone of this critically important local industry.

Statement of the Problem

This study assessed how onboard training affected employee productivity in certain BPO companies in Quezon City. It evaluated current onboarding practices, assessed their effectiveness, and examined how demographic factors impacted both training and productivity results. The main goal was to create a better onboarding manual that could help improve employee performance and achieve organizational

success.

To achieve this, the study addressed the following specific questions:

1. How does the respondents assess the onboard training in selected business process outsourcing companies in Quezon City in terms of:
 - 1.1 Orientation and Company Culture,
 - 1.2 Job Clarity and Job Knowledge,
 - 1.3 Mentorship and Support, and
 - 1.4 Feedback and Evaluation?
2. How does the respondents assess the productivity in selected business process outsourcing companies in Quezon City in terms of:
 - 2.1 Work Efficiency,
 - 2.2 Quality of Output,
 - 2.3 Timeliness, and
 - 2.4 Work Engagement?
3. Is there a significant difference in onboard training of employees in selected business process outsourcing companies in Quezon City based on the assessment of the two groups of respondents?
4. Is there a significant difference in the assessment of the two groups of respondents on employee productivity in selected business process outsourcing companies in Quezon City based on the abovementioned variables?
5. Is there a significant relationship in the assessment of the two groups of respondents between onboard training and productivity in selected business process outsourcing companies in Quezon City?
6. What strategic performance enhancement plan may be developed based on the findings of the study?

Hypotheses

H01 There was no significant difference in the assessment of the respondents on the onboard training and productivity of employees in selected Business Process Outsourcing companies in Quezon City based on the assessment of the two groups of respondents.

H02 There was no significant difference in the assessment of employee productivity in selected BPO companies in Quezon City between the two groups of respondents.

H03 There was no significant relationship between the assessment of onboard training and the assessment of employee productivity among respondents in selected BPO companies in Quezon City.

Scope and Delimitation of the Study

This study examined onboarding training and its connection to employee productivity in selected three BPO companies in Quezon City. It included both management and rank-and-file employees, with a total of 150 participants who had completed onboarding in the last 12 months.

The scope involved evaluating onboarding elements such as needs analysis, instructional design, validation,

implementation, and evaluation. It also looked at demographic factors like age, sex, position, years of service, and number of trainings attended.

The study was limited to BPO centers in Quezon City and did not involve companies outside this area. Challenges included time constraints, reliance on self-reported data, and the use of purposive sampling, which may have influenced the generalizability of the results. The research took place over a three-month period.

Significance of the Study

This study was important because it examined how onboard training affected employee productivity in selected BPO companies in Quezon City. This sector continued to influence the local economy and job market. By examining onboarding practices and their effectiveness, the research aimed to provide practical insights that could lead to better training strategies and improved workforce performance.

BPO companies, the findings provided recommendations based on data to improve onboarding programs. This could lead to higher employee retention, faster adjustments to roles, and better service delivery.

HR practitioners, the study served as a reference for designing structured onboarding manuals that met employee needs and fit with organizational goals.

Employees, the research aimed to enhance their onboarding experience, helping them feel more prepared, supported, and productive in their jobs.

Researcher, this study addressed gaps in onboarding practices within the BPO industry. After interacting with employees and HR staff, the researcher saw the need for a more consistent and effective onboarding

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter discussed relevant literature and studies that provided information to support the research findings. The literature and research revealed a strong connection to the current study, which was about the onboard training practices and employee productivity in the business process outsourcing industry. This also presented the synthesis of the reviewed studies, theoretical and conceptual framework to fully understand the research to be done and lastly the definition of terms for better comprehension of the study.

Onboard Training

Onboard training was established in the literature as a fundamental strategic investment for enhancing productivity within Business Process Outsourcing (BPO) companies. The meta-analytic work by Aguinis and Kraiger (2009) provided the strongest theoretical foundation for this relationship, confirming through a synthesis of numerous studies that organizational training delivered significant returns in productivity and financial performance. This research was pivotal as it moved beyond isolated case studies to provide empirical evidence on a large scale, justifying the hypothesis

that effective onboarding directly impacted a company's bottom line. Their findings suggested that the benefits manifested at multiple levels, including individual skill acquisition, improved team performance, and overall organizational effectiveness. This multi-level perspective guided the current study to consider not just the agent's individual productivity, but also the broader operational performance of the BPO unit. The methodology of a meta-analysis offered a high degree of reliability, ensuring that the current study's framework was built upon a robust, evidence-based understanding of the training-productivity nexus.

The study by Srimuda and Jirotmontee (2023) offered a more recent and context-specific investigation into onboarding within a Thai call center environment. Their research purpose aligned closely with the current study, as it explicitly examined the effect of the onboarding process on new employee adaptation and subsequent job performance. Methodologically, it employed a quantitative approach using regression analysis, which provided a clear model for measuring the strength of the relationship between onboarding quality and its outcomes. The findings established that a well-structured onboarding process was a significant predictor of successful new hire adjustment, which in turn was a critical precursor to full productivity. This study was particularly valuable because it identified new hire adaptation as a key mediating variable, suggesting that onboard training did not impact productivity directly, but rather through helping employees adjust to their role, team, and company culture. This insight directly shaped the conceptual framework by including employee adaptation as a central construct to be measured.

The research by Lockwood (2014) delved into a critical yet often overlooked aspect of onboard training: the quality and focus of the training delivery itself. While many studies focused on the content or duration of training, Lockwood argued that in the Asian BPO context, the effectiveness of communication training was entirely dependent on the competency of the trainers. The study emphasized that trainers must be equipped to teach sociopragmatic and cultural skills that enabled agents to navigate complex, real-world customer interactions, rather than simply delivering scripted responses. This focus on the pedagogical approach and trainer capability introduced a crucial qualitative dimension to the understanding of onboard training. It implied that two programs with identical content could yield vastly different results based on the skill of the facilitator. This finding directly guided the formulation of the survey tool, prompting the inclusion of items that evaluated not just what was taught, but how it was taught and by whom.

The context of onboard training was further refined by the study of Islam and Rahim (2022), conducted within a leading Bangladeshi BPO company. Their research reinforced the positive correlation between training and performance but added the crucial element of specificity. They found that training programs were most effective when they were meticulously tailored to the specific requirements of the job role, rather than being generic. This aligned with Lockwood's

(2014) emphasis on practical, relevant skills and suggested that the perceived relevance of the training content by the new hires was a critical factor in its success. The methodology of this study, which likely used surveys to gauge employee perceptions of their training, offered a practical example for designing the data collection instrument for the current research. It demonstrated the importance of measuring employees' views on how directly applicable their training was to their daily tasks, a variable that was incorporated into the survey.

However, the effectiveness of even the most well-designed and well-delivered onboard training could be undermined without proper organizational support. The work of Otoo, Mishra, and Eshun (2018) introduced this vital contingency factor. Their research into training effectiveness within a financial institution concluded that the work environment and post-training support mechanisms were essential for sustaining the benefits of initial training. They argued that without continuous reinforcement, accessible resources, and supportive supervision, the skills and knowledge gained during onboarding could quickly diminish. This study critically expanded the framework beyond the training event itself to encompass the immediate post-onboarding period. It positioned onboard training not as an isolated solution, but as the first link in a chain of continuous development and support. This insight necessitated that the current study's survey included items that measured the support structures and work environment that new agents experienced after their formal training concluded.

The strategic dimension of onboard training investment was explored in research surrounding organizational size and resource allocation. Studies indicated that larger BPO organizations often had more resources to develop and implement standardized, comprehensive onboarding programs, which could lead to more consistent performance outcomes. This suggested that firm size could be a moderating variable in the relationship between training and productivity. However, research also cautioned that mere investment was not enough. Barth et al. (2009) explored the complex relationship between high-performance work practices and firm performance, suggesting that the impact of training was influenced by how strategically it was aligned with other organizational systems and external market conditions. This implied that the strategic value and integration of the onboarding program within the broader HR strategy were as important as the content itself. This perspective guided the survey to include questions that assessed how agents perceived the strategic importance their company placed on their initial training.

In synthesis, the literature presented onboard training as a multi-faceted construct whose impact on productivity was not automatic but was mediated by several factors. The foundational relationship established by Aguinis and Kraiger (2009) was supported by context-specific findings from Srimuda and Jirotmontee (2023) and Islam and Rahim (2022). The work of Lockwood (2014) qualified this by highlighting the paramount importance of trainer quality and

pedagogical approach, while Otoo et al. (2018) introduced the critical role of post-training support and environment. The broader strategic context, including organizational size and resource allocation, further moderated this relationship. Therefore, this study was guided by a framework that posited onboard training influenced productivity through its quality, relevance, support structures, and strategic integration, rather than through its mere provision. The survey tool was meticulously formulated to operationalize these specific dimensions to provide a nuanced analysis that could form the basis for a truly improved training manual.

Productivity

Productivity was the paramount metric for assessing performance and competitive advantage within the global Business Process Outsourcing (BPO) industry. Research by Thakur and Sharma (2023) provided a foundational investigation into this relationship within the Indian IT-BPO sector, establishing a direct and positive correlation between strategic human resource practices and enhanced employee productivity. Their study demonstrated that systematic investments in areas like training, development, and employee welfare were intrinsically linked to tangible improvements in operational output, quality, and overall service delivery. This research was pivotal for the current study as it provided the overarching theoretical framework, rooted in human capital theory, which posited that investments in people yielded significant returns in performance. The methodology, likely involving quantitative analysis of survey and performance data, offered a robust model for empirically testing how a specific HR practice—onboard training—impacted productive outcomes, thereby guiding the formulation of this study's core hypothesis and survey tool.

The pathway from organizational investment to productivity was complex and rarely direct. The work of Khan et al. (2023) in the Pakistani banking sector and Hutagalung and Sari (2023) in Indonesian BPO companies robustly identified job satisfaction as a critical mediating variable. Both studies found that effective training and a positive work environment significantly boosted job satisfaction, which in turn acted as the primary psychological driver of increased job performance and productivity. This suggested that an employee's productive output was less an automatic result of skill acquisition and more a consequence of their positive affective response to their role and workplace. This insight profoundly shaped the current study's conceptual framework, indicating that the effectiveness of onboard training must be measured not only by skill competency but also by its ability to foster a positive attitude and sense of fulfillment in new hires. Consequently, the survey tool was designed to capture this mediating variable, incorporating validated scales to measure job satisfaction as a potential outcome of the training experience.

However, this mediated relationship was highly susceptible to external pressures inherent to the BPO environment. Singh and Dubey (2015) provided a critical counterpoint by examining the debilitating effects of role stress and burnout

on agent performance. Their empirical study highlighted that factors such as excessive workload, role ambiguity, and emotional exhaustion acted as significant barriers to productivity, often negating the benefits gained from training and development initiatives. This research introduced a crucial moderating variable, indicating that the work environment itself could either enable or inhibit the translation of skills and satisfaction into productive output. The findings necessitated an expansion of the conceptual framework to account for these hindering factors. It guided the current study to consider that the ultimate productivity of a newly onboarded agent was a function of both the positive capital built through training and the negative pressures exerted by the job itself, suggesting that an effective onboarding manual must also equip agents with strategies to manage these inevitable stressors.

Expanding on the concept of the work environment, the research by Chonsalasin and Jirotmontee (2023) on a Thai BPO company and Ramingwong and Manochin (2013) delved into the profound influence of organizational culture on performance outcomes. Their findings indicated that a culture characterized by support, innovation, and strong communication was a significant driver of productivity, often more so than isolated procedural changes. This aligned with the findings of Hutagalung and Sari (2023), who identified organizational culture as a precursor to job satisfaction. This synthesis of studies across different countries (Thailand, Indonesia) suggested that the cultural environment within a BPO center was a foundational element that either amplified or diminished the effectiveness of other HR interventions like training. Therefore, to fully understand the drivers of productivity, the current study's survey included dimensions that measured agents' perceptions of the organizational culture they were entering through the onboarding process.

Furthermore, contemporary research introduced broader, more holistic drivers of productivity. The work of Albrecht et al. (2023) explored the impact of Sustainable HRM and psychological capital (PsyCap) on task performance, demonstrating that practices promoting sustainability and well-being enhanced productivity through the mediating effects of work engagement and psychological resources like hope and resilience. Similarly, De Silva and Jayawardana (2022) identified work-life balance as a significant factor influencing productivity in the Sri Lankan IT-BPO sector. Their research argued that policies supporting balance prevented burnout and sustained long-term employee output. These studies introduced a modern, employee-centric perspective to the productivity debate, moving beyond traditional metrics to include well-being and sustainability as key performance indicators. This compelled the current study to consider whether onboard training that addressed well-being and stress management could contribute to productivity by building greater resilience and promoting sustainable work habits from the very start of an agent's tenure.

The synthesis of this literature presented a complex ecosystem where productivity was the outcome of a dynamic interplay between enabling investments and disabling pressures. While Thakur and Sharma (2023) established the value of HR

practices, and Khan et al. (2023) identified the mediating role of satisfaction, Singh and Dubey (2015) highlighted the contextual barriers that could undermine this process. Meanwhile, Chonsalasin and Jirotmontee (2023) and Ramingwong and Manochin (2013) emphasized the overarching role of culture, and Albrecht et al. (2023) and De Silva and Jayawardana (2022) introduced well-being and sustainability as critical modern drivers. This comprehensive view dictated that the current study's investigation into onboard training must be multi-faceted. The survey tool was therefore formulated to operationalize productivity through self-reported performance metrics, while simultaneously measuring the potential mediating variable of job satisfaction, the moderating influence of perceived role stress, and the broader context of organizational culture and well-being. This approach provided a nuanced analysis, moving beyond a simple correlation to understand how onboard training functioned within the broader system of workplace factors that ultimately determined productivity in the BPO industry. This deeper understanding was essential for developing an improved training manual that not only built skills but also promoted resilience, satisfaction, and sustainable performance, thereby creating a more productive and engaged workforce.

Orientation and Company Culture

The initial orientation and the subsequent integration into company culture were increasingly recognized not as isolated administrative formalities, but as a continuous, foundational process critical to unlocking employee productivity, particularly within the high-pressure, performance-driven environment of Business Process Outsourcing (BPO). A growing body of recent literature demonstrated that a strategically designed orientation, which seamlessly blended procedural knowledge with deep cultural immersion, served as a powerful catalyst for performance. A seminal study by Smith & Johnson (2022) provided compelling evidence for this by comparing two cohorts within a multinational call center. One group underwent a traditional, one-day orientation focused on paperwork and basic policies, while the other participated in a multi-day, structured program that integrated technical process training with storytelling from senior leaders, workshops on company values, and team-building exercises. The results were unequivocal: the cohort with the enriched orientation demonstrated a 40% reduction in average ramp-up time to achieve full productivity metrics. Smith & Johnson argued this acceleration stemmed from a significant reduction in "procedural and social uncertainty." When employees grasped not only "what" to do but also "why" their tasks mattered and "who" they were working with, cognitive load was reduced, allowing for greater focus and confidence in handling complex customer interactions. This finding was supported by Kumar & Edwards (2023), who, in their study of Indian BPOs, found that "cultural familiarization" modules that explained the "why" behind processes led to a 31% decrease in procedural errors during the first month of employment, underscoring the direct productivity impact of moving beyond rote learning.

Beyond the immediate acceleration of proficiency, the cultural

dimension of onboarding was a critical mechanism for fostering the emotional connection necessary for long-term retention and discretionary effort. Research by Davis et al. (2021) delved into the psychological underpinnings of this link, exploring how perceived organizational support (POS) during the onboarding phase influenced outcomes in the IT-BPO sector. Their longitudinal study revealed that new hires who felt the company was genuinely invested in their integration—through assigned peer mentors, regular check-ins with managers, and clear communication of long-term career paths—reported significantly higher levels of affective commitment. This sense of belonging and being valued was directly correlated with a 25% lower intention to leave within the first year. Davis et al. posited that orientation was the primary "signal detection" phase where employees formed their initial and most lasting impression of the organization's character. This was echoed by the work of Rodriguez (2024), who found that BPO companies incorporating "social onboarding" activities, such as team lunches and departmental welcome sessions, saw a 28% increase in new hire satisfaction scores, which in turn predicted higher quality of customer interactions, as measured by customer satisfaction (CSAT) scores.

The modern challenge of cultivating this connection within remote or hybrid work models, now prevalent in many BPO operations, was rigorously investigated by Thompson & Lee (2023). Their research into digital onboarding practices revealed that a purely transactional, checklist-based virtual orientation often exacerbated feelings of isolation and disconnection among new hires, leading to prolonged periods of low engagement. However, organizations that intentionally engineered their virtual orientation to replicate cultural touchpoints achieved markedly different outcomes. These initiatives included virtual "coffee chats" randomly pairing new hires with tenured employees, online escape rooms facilitated by HR to build collaborative problem-solving skills, and pre-recorded video messages from the CEO discussing the company's mission. Employees who experienced this enhanced digital onboarding were 30% more likely to report feeling connected to the company culture and, crucially, showed a 15% higher score in self-reported productivity and a 22% faster adaptation to proprietary software after three months. This underscored that while the methodology of cultural transmission must evolve, its fundamental role in building a cohesive and productive distributed workforce was more critical than ever.

Further solidifying the causal chain between culture and performance, a study by Garcia (2022) introduced the concept of "psychological safety" as a direct cultural outcome of an effective, supportive orientation. The research, conducted across multiple BPO companies in Southeast Asia, found that orientations which explicitly encouraged questions, normalized the act of seeking help, and reframed initial mistakes as essential learning opportunities, successfully fostered a climate of psychological safety from day one. This environment empowered new agents, who were often inundated with complex and rigid protocols, to ask for clarification

without fear of reprimand or embarrassment. The data revealed that teams with higher aggregate levels of this safety, initially seeded during the orientation phase, demonstrated a 20% faster error-correction rate and an 18% improvement in customer satisfaction scores. Garcia's work was complemented by findings from Ocampo & Singh (2023), who observed that "failure-tolerant" onboarding cultures led to a 35% increase in process improvement suggestions from new hires, as they felt safe to challenge outdated practices and contribute innovative ideas, thereby enhancing long-term operational efficiency.

Finally, the strategic alignment of individual contributions with organizational purpose during this initial phase was paramount for driving sustained, intrinsic motivation. A comprehensive meta-analysis by Chen & Williams (2023), synthesizing findings from over 50 studies across high-turnover industries including BPO, identified a consistent and powerful theme. The most successful onboarding programs were those that explicitly and repeatedly connected the employee's specific, daily tasks to the broader mission and strategic objectives of the organization. For a customer service agent in a BPO, this meant understanding how their role in handling a single customer query directly contributed to the client company's brand loyalty, the BPO firm's reputation for excellence, and even the economic stability of the local community. This "line-of-sight" understanding, effectively communicated during orientation, was strongly correlated with higher intrinsic motivation.

Chen & Williams found that this motivated state translated directly into more consistent performance, a greater willingness to exert "discretionary effort" by going "above and beyond" in customer interactions, and a 27% higher retention rate after 18 months. This strategic framing transformed a potentially mundane task into a meaningful role, directly impacting the most vital productivity and quality metrics, thereby cementing orientation and culture as not just an HR function, but a core business strategy.

Job Clarity and Job Knowledge

The establishment of clear job expectations and the development of comprehensive job knowledge during the onboarding phase represented critical determinants of employee productivity and success within the fast-paced Business Process Outsourcing (BPO) sector. Recent research consistently demonstrated that ambiguity in role definition and insufficient task-specific knowledge directly contributed to performance anxiety, errors, and prolonged ramp-up times, ultimately affecting both individual and organizational outcomes. The complexity of modern BPO operations, with their multifaceted service offerings and constantly evolving client requirements, made the systematic transmission of job clarity and knowledge particularly challenging yet essential. Studies across various global outsourcing hubs revealed that inadequate attention to these foundational elements during onboarding could undermine even the most sophisticated training programs and technological investments. This comprehensive review examined the multifaceted relationship between job clarity, knowledge acquisition, and employee

performance, drawing insights from recent empirical studies that explored both the cognitive and organizational dimensions of this crucial aspect of workforce development.

A study by Mitchell & Zhang (2023) specifically investigated the impact of "role clarity interventions" during onboarding for call center agents across multiple BPO centers in the Philippines and India. Their six-month longitudinal research involved implementing structured job description workshops and competency matrices that explicitly outlined performance expectations for different proficiency levels (0-3 months, 3-6 months). The researchers developed detailed "role maps" that visually represented task responsibilities, decision-making authority, and performance metrics for each position. The results indicated that agents who received this clarity-focused onboarding achieved proficiency in key performance indicators (KPIs), such as average handle time and first-call resolution, 25% faster than the control group. Furthermore, these agents demonstrated 30% greater accuracy in identifying escalation protocols and 40% better understanding of interdepartmental dependencies. The researchers concluded that reducing ambiguity around job duties allowed new hires to channel their cognitive resources more effectively into skill acquisition and customer interaction, rather than expending energy deciphering role expectations. This finding was reinforced by Olsen & Fitzgerald (2024), who found that BPO agents who rated their job clarity high at the end of onboarding were 40% less likely to require extensive managerial intervention in their first 90 days, freeing up supervisory resources and creating a more efficient operational environment. Their cross-cultural study additionally revealed that the positive effects of role clarity were even more pronounced in complex service environments such as technical support and healthcare billing services.

The methodology for delivering job knowledge emerged as a critical factor in determining how effectively new hires translated training into workplace performance. The work of Bennett & Cruz (2022) on "scaffolded learning" in technical support BPOs provided compelling evidence for a structured approach to knowledge transfer. Their year-long study compared a traditional "knowledge-dump" model, where agents received all process information in the first week, with a scaffolded model that introduced complex procedures gradually, with each new concept building upon previously mastered ones. The research team implemented a sophisticated learning management system that tracked knowledge retention and application rates across both groups. The scaffolded approach led to a 32% higher accuracy rate in troubleshooting and a 50% reduction in information overload reported by new hires. Additionally, agents in the scaffolded learning group showed 45% better retention of complex procedural knowledge after 90 days and were 28% more effective at integrating new process updates into their existing knowledge framework. Bennett & Cruz argued that this method aligned with cognitive load theory, preventing overwhelm and ensuring that foundational knowledge was solidified before more complex tasks were introduced. Their findings had significant implications for designing onboarding

curricula that accommodated the natural learning progression of new employees. Complementing this approach, Wallace & Ito (2023) explored the efficacy of "procedural knowledge checks" embedded within e-learning onboarding modules across five major BPO companies. Their comprehensive research involved developing adaptive learning pathways that adjusted content delivery based on individual performance on these knowledge checks. The research showed that incorporating short, interactive quizzes after each training segment, rather than a single final exam, improved long-term retention of procedural knowledge by 28% and enhanced the agents' ability to correctly apply that knowledge in simulated customer scenarios. The study further revealed that spaced repetition of key concepts through these knowledge checks increased recall accuracy by 35% compared to massed practice approaches.

Additionally, the real-time data collected from these assessments allowed trainers to identify knowledge gaps at the individual and cohort levels, enabling targeted interventions that reduced overall training time by 15% while improving outcomes. This suggested that continuous assessment was a more effective tool for building robust job knowledge than summative evaluation alone, particularly in environments requiring rapid knowledge application under pressure.

The critical link between job clarity, knowledge, and psychological well-being in high-stress environments represented another crucial dimension of effective onboarding. Research by Peterson & Lee (2024) directly correlated unclear job expectations with increased levels of onboarding stress and early burnout symptoms among BPO employees across three Asian outsourcing hubs. Their longitudinal study tracked cortisol levels, self-reported stress measures, and performance metrics for 450 new hires over six months. The findings revealed that new hires who reported low levels of role clarity were

3.2 times more likely to exhibit signs of significant stress and disengagement within their first six months. The researchers identified that the absence of clear guidelines created a constant source of anxiety, as employees remained uncertain if their actions were correct, leading to decision paralysis and fear of reprisal. This phenomenon was particularly acute in quality assurance contexts where performance standards were ambiguous or inconsistently applied. The study also documented that unclear job parameters contributed to a 25% higher rate of interpersonal conflicts within teams, as employees struggled with undefined responsibilities and overlapping authorities. Aligning with these findings, Davis & Murray (2023) conducted a sophisticated investigation into the impact of "performance feedback clarity" during the onboarding period in financial services BPO operations. Their research developed a multi-dimensional framework for feedback quality that assessed specificity, timeliness, actionability, and relevance. They discovered that new agents who received specific, timely, and actionable feedback on their performance against clear KPIs

demonstrated a 35% greater improvement in their scores over the first quarter compared to those who received generic or infrequent feedback. The study further revealed that the timing of feedback delivery significantly influenced its effectiveness, with feedback provided within four hours of performance incidents producing 50% better correction rates than feedback delayed by 24 hours or more. Additionally, the research identified that feedback connecting individual performance to broader team and organizational outcomes increased motivational levels by 42% compared to feedback focused solely on individual metrics. This precise feedback loop closed the gap between knowing one's duties and understanding how to perform them effectively, directly fueling productivity gains and reducing corrective labor costs for the organization.

The transformative potential of job knowledge extended beyond mere task execution to encompass higher-order cognitive functions such as problem-solving and employee empowerment. A groundbreaking study by Harrison & Lee (2023) on "knowledge empowerment" in BPOs highlighted the critical difference between teaching agents "what" to do and enabling them to understand "how" to think when faced with novel situations. Their research involved training one group of agents only on standard operating procedures (SOPs), while another group received additional training on the underlying principles behind the procedures and decision-making frameworks for handling exceptions. The "empowered" group showed a 45% lower escalation rate for non-standard issues and received 18% higher customer satisfaction ratings for their problem-solving abilities. Furthermore, these agents demonstrated 30% greater adaptability when processes changed and were 25% more effective at identifying and reporting systemic issues that affected multiple clients. The researchers also documented that the knowledge-empowered group experienced 40% higher job satisfaction and were 35% less likely to leave the organization within the first year. This indicated that deep job knowledge, which included understanding the "why" behind the "what," created more autonomous, effective, and committed employees.

Supporting this perspective, Chen & Patel (2024) conducted a comprehensive meta-analysis of onboarding practices across 120 BPO centers, concluding that programs emphasizing "conceptual knowledge" alongside "procedural knowledge" resulted in a 22% higher employee innovation rate, measured by successful process improvement suggestions from frontline staff. Their analysis revealed that the most effective onboarding programs allocated approximately 40% of training time to conceptual understanding, 35% to procedural knowledge, 15% to soft skills development, and 10% to cultural integration. The research further identified that organizations that implemented this balanced approach saw a 28% reduction in training costs over time, as conceptually-trained employees required less retraining when processes evolved. Additionally, these organizations experienced 31% faster implementation of new technologies and methodologies, as employees possessed the foundational

understanding to adapt more readily to change. The study also highlighted that the positive effects of conceptual knowledge training were most pronounced in complex service domains such as financial analysis, technical support, and healthcare administration, where critical thinking and problem-solving abilities directly impacted service quality and client satisfaction.

Expanding on these findings, recent research by Gonzalez & Richardson (2024) introduced the concept of "procedural fluency" as a distinct dimension of job knowledge essential for BPO productivity. Their study of over 800 customer service representatives identified that employees who could execute core procedures with automaticity—requiring minimal cognitive effort—demonstrated 27% better performance on complex multitasking activities and maintained 35% higher service quality during high-volume periods. The researchers developed specialized training protocols that combined deliberate practice with mental simulation exercises, resulting in a 40% improvement in procedural fluency compared to conventional training methods. This enhanced fluency directly translated to a 22% increase in first-call resolution rates and a 31% improvement in the agents' ability to manage customer emotions effectively, as cognitive resources freed from basic procedural recall could be allocated to higher-order interpersonal functions. This research underscored that job knowledge encompassed not only what employees knew but how readily and efficiently they could access and apply that knowledge in dynamic work environments.

Therefore, investing in comprehensive job clarity and deep knowledge during onboarding was not merely an operational necessity but a strategic driver of adaptability, customer satisfaction, and continuous improvement within the competitive BPO landscape. The cumulative evidence from these studies presented a compelling case for reimagining onboarding as a sophisticated knowledge-transfer and clarity-building process rather than a simple orientation ritual. Organizations that systematically addressed both the cognitive and psychological aspects of job clarity and knowledge development stood to gain significant advantages in employee performance, retention, and organizational agility. As BPO services continued to evolve toward more complex, knowledge-intensive offerings, the principles outlined in this research would become increasingly vital for maintaining competitive advantage and delivering exceptional service quality in a dynamic global marketplace.

Mentorship and Support

The critical role of structured mentorship and comprehensive support systems during the onboarding process represented a fundamental pillar in the successful integration and long-term retention of employees within Business Process Outsourcing (BPO) organizations. Contemporary research consistently demonstrated that the transition from training to active production represented one of the most vulnerable periods for new hires, where the absence of adequate guidance and emotional support frequently culminated in premature disengagement and attrition. The complex, high-pressure

environment characteristic of BPO operations—marked by stringent performance metrics, intricate procedural requirements, and often emotionally charged customer interactions—created a compelling necessity for support mechanisms that extended far beyond initial technical training. Recent empirical investigations systematically explored various dimensions of organizational support, from formal mentorship programs to peer support networks and managerial coaching, revealing significant correlations with key performance indicators including productivity, quality assurance, and employee well-being. This comprehensive review synthesized findings from nine recent studies that collectively illuminated the multifaceted impact of mentorship and support systems on newcomer integration, competency development, and career progression in BPO environments.

A seminal investigation by Roberts & Patterson (2023) examined the implementation of a "Tiered Mentorship Program" across three multinational BPO companies operating in the Philippines. Their year-long study involved 1,200 new hires who were assigned to either a control group receiving standard onboarding or an experimental group participating in a structured mentorship framework pairing them with both senior agents ("near-peer" mentors) and team leaders ("expert" mentors). The research documented that employees in the mentorship program demonstrated a 45% reduction in average handle time during their first 60 days of production compared to the control group, alongside a 32% improvement in first-call resolution rates. Qualitative data gathered through structured interviews revealed that mentees particularly valued the "just-in-time" problem-solving support provided by near-peer mentors, who could relate to their immediate challenges, while expert mentors provided crucial context about career pathways and organizational navigation. The study further identified that the most effective mentorship partnerships incorporated structured weekly check-ins, shadowing opportunities, and clear documentation of learning milestones, creating a comprehensive support scaffold that accelerated competency development.

Complementing these findings, research by Alvarez & Thompson (2024) explored the psychological mechanisms through which mentorship influenced newcomer adjustment, specifically focusing on "psychological capital" development. Their longitudinal study tracked 650 new BPO employees over six months, measuring four psychological resources—self-efficacy, optimism, hope, and resilience—at multiple intervals. The results demonstrated that participants in formal mentorship programs showed significantly greater increases in all four psychological resources compared to those without mentorship, with self-efficacy showing the most dramatic improvement at 58% higher than the control group. Importantly, these psychological resources mediated the relationship between mentorship and performance outcomes, accounting for approximately 40% of the variance in quality assurance scores and 35% of the variance in retention intentions. The researchers concluded that effective mentors functioned as "psychological resources buffers," helping newcomers reframe challenges, develop coping strategies, and

maintain positive outlooks during the difficult transition into production environments. This psychological support proved particularly crucial during the second month of employment, which the study identified as the peak period for doubt and disengagement among new hires.

The structural composition and timing of support interventions emerged as critical factors in research conducted by Singh & Washington (2023), who investigated "Support Chronology" in BPO onboarding. Their comparative analysis of six different support models across 18 BPO centers revealed that the most effective frameworks provided different types of support at specific developmental stages. During the first two weeks, "procedural support" focusing on system navigation and basic protocols showed the strongest correlation with early confidence building. Between weeks three and six, "application support" addressing complex call scenarios and exception handling proved most valuable. From week seven onward, "developmental support" focusing on career conversations and advanced skill building became increasingly important. Companies that implemented this phased support approach documented 28% higher retention at the 90-day mark compared to those providing uniform support throughout onboarding. The study further revealed that the optimal mentor-mentee ratio shifted across these phases, with 1:5 being effective early on, while 1:8 became sustainable during later stages, providing important practical guidance for resource allocation in mentorship programs.

Expanding the concept of support beyond traditional mentorship, Ferguson & Lee (2024) conducted groundbreaking research on "Peer Support Ecosystems" in large-scale BPO operations. Their study developed and evaluated a structured peer support program that created "onboarding cohorts" of 8-10 new hires who progressed through training together and participated in daily debrief sessions facilitated by a trained peer leader. The research demonstrated that employees participating in these cohort-based support systems showed 37% lower stress levels (as measured by cortisol testing and self-report surveys) and 42% faster knowledge acquisition compared to individually onboarded peers. The social learning component proved particularly powerful, with cohort members effectively teaching each other shortcuts and strategies that were not part of the formal curriculum. Additionally, these peer networks continued to function as informal support systems long after the formal program concluded, reducing reliance on supervisory intervention and creating organic knowledge-sharing communities that enhanced overall team performance.

The digital transformation of mentorship represented another significant development explored by Chen & O'Connell (2023) in their study of "Virtual Mentorship Platforms" in hybrid and fully remote BPO environments. Their research evaluated an AI-enhanced digital platform that connected new hires with mentors through matching algorithms, provided structured interaction templates, and used natural language processing to identify mentees needing additional support. The implementation of this platform across five BPO companies resulted in a 52% increase in mentor-mentee

interactions compared to traditional programs, with particularly strong engagement among millennial and Gen Z employees who valued the flexibility and digital nature of the interactions. The platform's analytics capabilities allowed organizations to identify knowledge gaps at scale, leading to a 31% improvement in targeted training interventions. Interestingly, the research found that the most effective virtual mentorship combined synchronous video check-ins with asynchronous communication channels, creating multiple touchpoints that accommodated varied learning preferences and work schedules.

The strategic alignment of mentorship with specific performance outcomes was the focus of research by Bennett & Rosales (2024), who developed and tested a "Metrics-Focused Mentoring" framework in sales-oriented BPO environments. Their approach trained mentors to specifically address the knowledge, skills, and behaviors that directly impacted five key performance indicators: conversion rate, average order value, customer satisfaction, adherence to schedule, and after-call work efficiency. The results demonstrated that new hires receiving this targeted mentorship showed significantly faster improvement across all metrics, with the most dramatic impact on conversion rates (48% higher than the control group after 90 days) and customer satisfaction scores (35% improvement). The framework included specialized "metric diagnostics" that helped mentors identify root causes of performance gaps and implement precise corrective strategies. This research highlighted that generic mentorship, while beneficial, produced substantially better outcomes when specifically engineered to address the competencies that drove organizational key performance indicators.

The organizational benefits of effective mentorship programs extended beyond individual performance to impact broader operational metrics according to research by Greenwood & Silva (2023). Their comprehensive analysis of mentorship ROI in BPO organizations revealed that companies with mature, well-structured mentorship programs experienced 27% lower recruitment costs due to improved retention, 19% reduction in training expenses as mentees required less formal remediation, and 14% decrease in quality assurance costs due to more consistent performance. The study further documented that effective mentorship programs significantly enhanced the leadership capabilities of the mentors themselves, with 68% of mentors reporting substantial improvement in their coaching, communication, and people management skills. This created a valuable secondary pipeline for leadership development, with mentored employees being 42% more likely to subsequently become mentors themselves, establishing a virtuous cycle of knowledge transfer and leadership development throughout the organization. The critical intersection between managerial support and mentorship effectiveness was explored in depth by Wallace & Jensen (2024), whose research highlighted the "Manager-Mentor Partnership" as a crucial determinant of program success. Their study identified that the most effective onboarding outcomes occurred when direct managers and

formal mentors maintained regular communication, aligned their support strategies, and shared observations about new hire progress. Organizations that implemented structured manager-mentor coordination mechanisms—including joint planning sessions, shared progress dashboards, and monthly alignment meetings—achieved 33% higher rates of successful onboarding completion compared to those where managers and mentors operated in isolation. The research further revealed that managers in these coordinated environments spent 22% less time on basic procedural guidance, allowing them to focus on more strategic team leadership activities. This finding underscored that mentorship programs functioned most effectively not as isolated initiatives but as integrated components of a comprehensive organizational support ecosystem.

Finally, the long-term career impact of effective mentorship was documented in the longitudinal research conducted by Rodriguez & Kumar (2023), who tracked the career progression of 2,500 BPO employees over a five-year period. Their findings revealed that employees who participated in structured mentorship during their onboarding period were 58% more likely to receive promotions within their first three years of employment and demonstrated 41% higher organizational commitment throughout their tenure. The research identified two primary mechanisms through which mentorship influenced long-term success: accelerated competency development that created more advancement opportunities, and the formation of stronger organizational networks that provided visibility and sponsorship. Additionally, mentored employees showed significantly greater engagement in continuous learning activities and were more likely to pursue skill certifications and advanced training, suggesting that effective mentorship instilled lasting habits of professional development that extended throughout the career lifecycle.

Collectively, these studies presented a compelling case for the strategic implementation of comprehensive mentorship and support systems during BPO onboarding. The evidence consistently demonstrated that well-designed programs incorporating multiple support modalities—including tiered mentorship, peer ecosystems, managerial partnership, and digital platforms—produced substantial benefits across individual, team, and organizational dimensions. Beyond the immediate improvements in performance metrics and retention rates, these support systems fostered psychological resilience, accelerated professional development, and cultivated the leadership pipeline essential for sustainable organizational success. As BPO organizations continued to navigate evolving workforce expectations and increasing service complexity, the strategic investment in robust mentorship and support infrastructure represented not merely a human resources initiative but a critical business imperative with demonstrable returns across operational, financial, and human capital dimensions.

Feedback and Evaluation

The systematic implementation of feedback and evaluation mechanisms during the onboarding process represented a

critical determinant of employee success and organizational effectiveness within the Philippine Business Process Outsourcing (BPO) sector. Recent empirical investigations conducted within the local context consistently demonstrated that the quality, frequency, and methodology of performance feedback significantly influenced new hires' competency development, psychological adjustment, and long-term retention. The distinctive cultural dynamics of the Philippine workforce, characterized by strong relational orientations and nuanced communication patterns, created both unique challenges and opportunities for designing effective feedback systems that balanced developmental objectives with cultural sensitivity. This comprehensive review examined contemporary future leadership pipeline essential for organizational sustainability and growth.

Collectively, these Philippine-based studies presented a compelling evidence base for the transformative potential of well-designed feedback and evaluation systems in BPO onboarding. The research consistently demonstrated that approaches respecting cultural communication patterns while maintaining performance clarity, leveraging technological advancements while preserving human connection, and balancing quantitative metrics with qualitative insights produced substantially better outcomes across individual, team, and organizational dimensions. As the Philippine BPO sector continued to evolve toward more complex, value-added services, the strategic refinement of feedback and evaluation methodologies represented a critical competitive advantage for attracting, developing, and retaining the exceptional talent necessary for sustained industry leadership and growth.

Work Efficiency

The systematic enhancement of work efficiency during the onboarding process represented a critical strategic imperative for Business Process Outsourcing (BPO) organizations operating in increasingly competitive global markets. Recent empirical research conducted across international and Philippine-specific contexts demonstrated that targeted interventions during the initial employment period could significantly accelerate time-to-proficiency, optimize resource utilization, and establish work patterns that sustained high performance throughout the employee lifecycle. The complex nature of BPO work, characterized by multifaceted performance metrics, sophisticated technology platforms, and constant pressure for operational excellence, created both substantial challenges and remarkable opportunities for efficiency optimization during the crucial onboarding phase. This comprehensive review examined contemporary investigations into work efficiency enhancement, drawing from international research and local Philippine studies to identify evidence-based strategies that transformed new hires into productive contributors while maintaining quality standards and supporting employee well-being.

A multinational study conducted by Tanaka & Schmidt (2023) investigated "Cognitive Load Optimization" in BPO training environments across Japan, India, and the Philippines. The research implemented structured approaches to information sequencing and presentation that aligned with human

cognitive architecture, resulting in 44% faster knowledge retention and 37% reduction in mental fatigue among new hires. The study particularly emphasized the importance of "chunking" complex procedures into manageable segments and introducing "just-in-time" rather than "just-in-case" information, approaches that reduced cognitive overload and improved application accuracy by 52%. Notably, the research documented that efficiency gains were most pronounced in complex service domains such as technical support and financial services, where information density traditionally created significant onboarding barriers. The implementation of cognitive load principles also demonstrated substantial cross-cultural applicability, producing consistent benefits across all three national contexts while accommodating local learning preferences through tailored delivery methodologies.

Complementing these findings, Rivera & Gonzalez (2024) conducted pioneering research on "Process Internalization Techniques" specifically within the Philippine BPO sector. Their study of 1,500 new hires across Metro Manila developed and evaluated "pattern recognition training" that helped agents identify common customer interaction sequences and appropriate response protocols. This approach resulted in 41% faster average handle time improvement during the first 60 days of production while maintaining quality standards. The research further revealed that agents trained with these techniques demonstrated 33% greater adaptability when procedures changed, as they understood the underlying logic rather than merely memorizing specific steps. The study additionally documented that the most effective pattern recognition training combined explicit instruction with guided discovery learning, an approach that respected Filipino cultural preferences for both structured guidance and collaborative learning environments. These findings highlighted the significant efficiency gains achievable through methodologies that developed conceptual understanding alongside procedural knowledge.

The strategic implementation of efficiency-focused technology platforms was examined in depth by Wang & Abdullah (2023) through their international study of "Performance Support Systems" in BPO onboarding. Their research evaluated digital platforms that provided contextual, moment-of-need support to new hires during live customer interactions, reducing the cognitive burden of memorizing complex procedures. The implementation across BPO centers in Malaysia, the Philippines, and Egypt demonstrated 59% reduction in escalation rates and 48% decrease in after-call work time among new agents utilizing these systems. The technology's intelligent search functionality and scenario-based guidance proved particularly valuable for exception handling, traditionally a major efficiency bottleneck for new hires. The study further revealed that the most effective implementations combined sophisticated technology with thoughtful change management, ensuring that new hires developed confidence in the systems rather than perceiving them as surveillance tools. This research underscored that strategically deployed technology could dramatically accelerate proficiency development while reducing the quality

risks typically associated with the onboarding period.

The psychological dimensions of efficiency development were explored by Fernandez & O'Campo (2024) in their Philippine-based investigation of "Efficacy-Building Interventions" during BPO onboarding. Their research demonstrated that systematic efforts to build specific self-efficacy—focused on particular tasks rather than global confidence—produced substantial efficiency gains. New hires participating in efficacy-building programs that incorporated mastery experiences, vicarious learning, and verbal persuasion demonstrated 46% faster productivity ramp-up and 39% greater persistence when facing challenging customer interactions. The study particularly emphasized the importance of early success experiences in establishing efficiency patterns, with optimally challenging initial assignments proving most effective for sustained development. Additionally, the research documented that efficacy-building interventions showed particularly strong results when incorporating Filipino cultural elements including "bayanihan" (collaborative achievement) principles and role models from similar backgrounds, approaches that enhanced relevance and motivational impact.

Workflow optimization emerged as a critical efficiency factor in research conducted by Silva & Kowalski (2023) examining "Ergonomic and Procedural Work Design" in Philippine BPO centers. Their comprehensive study evaluated both physical workspace arrangements and digital interface designs specifically for onboarding agents, identifying numerous opportunities for efficiency enhancement through human-centered design principles. Implementations including optimized monitor configurations, streamlined software navigation paths, and reduced procedural steps resulted in 28% faster task completion and 43% reduction in repetitive stress complaints among new hires. The research further revealed that the most significant efficiency gains came from addressing seemingly minor inconveniences that collectively created substantial friction in work processes. Notably, the study documented that efficiency improvements achieved through better work design showed complete compatibility with quality maintenance, eliminating the trade-offs often assumed between speed and accuracy when proper systems were implemented.

The temporal aspects of efficiency development were rigorously investigated by Bautista & Rosenberg (2024) through their research on "Peak Performance Scheduling" in BPO onboarding programs. Their study of 2,000 new hires across multiple Philippine centers analyzed the impact of various training and production schedule configurations on learning retention and performance development. The findings demonstrated that schedules incorporating distributed practice (shorter, more frequent learning sessions) produced 37% better long-term retention compared to massed practice (longer, less frequent sessions). Additionally, the research identified that aligning complex skill development with circadian rhythm patterns optimized both learning efficiency and application accuracy. The implementation of evidence-based scheduling principles resulted in 31% faster

achievement of proficiency targets and 26% reduction in training time required to reach performance benchmarks. This research provided crucial insights for optimizing one of the most substantial investments in BPO operations: the time allocated to onboarding and initial productivity development.

Quality-efficiency integration was the focus of innovative research by Magno & Fitzgerald (2023) examining "Zero-Defect Onboarding" methodologies in Philippine BPO operations. Their study developed and evaluated approaches that embedded quality standards directly into efficiency-focused training, rather than addressing these objectives separately. This integrated methodology produced remarkable outcomes: 52% reduction in error rates during the first production month alongside 35% faster productivity development compared to conventional sequential approaches. The research demonstrated that teaching procedures correctly from the beginning proved substantially more efficient than subsequent error correction, challenging traditional onboarding models that prioritized speed initially with quality reinforcement later. The study further revealed that the most effective trainers consistently articulated the connections between specific work methods and both efficiency and quality outcomes, helping new hires understand how proper technique served dual objectives simultaneously.

The organizational infrastructure supporting efficiency optimization was examined in depth by De Leon & Gupta (2024) through their international comparative study of "Efficiency-Focused Onboarding Systems" across BPO centers in the Philippines, India, and Mexico. Their research identified that the most effective programs shared three key characteristics: standardized work methods that reduced variability, clear efficiency metrics with regular feedback, and systematic process improvement based on onboarding performance data. Organizations implementing these comprehensive systems achieved 44% faster time-to-full-productivity and 33% lower onboarding costs per employee while maintaining quality standards. The study particularly emphasized the importance of calibrating efficiency expectations appropriately across different cultural contexts, noting that optimal approaches respected local work styles while maintaining global performance standards. Companies that excelled at efficiency optimization also demonstrated stronger overall financial performance, highlighting the direct connection between effective onboarding and organizational competitiveness in the global BPO marketplace.

Finally, the longitudinal sustainability of efficiency gains was documented by Robles & Nakamura (2023) in their five-year study of "Efficiency Trajectories" following BPO employees from onboarding through their first five years. Their findings revealed that work efficiency patterns established during the first 90 days of employment demonstrated remarkable persistence throughout the career lifecycle. Employees who developed efficient work methods early demonstrated 48% higher lifetime productivity and required 42% less supervisory oversight throughout their tenure. The research identified that the most significant differentiator between sustained high performers and others was not initial aptitude

but rather the development of systematic work approaches during the onboarding period. This long-term perspective underscored that investments in efficiency-focused onboarding represented not merely immediate operational improvements but enduring organizational capabilities that compounded over time through consistently enhanced performance across the employee lifecycle.

Collectively, these international and Philippine-specific studies presented a compelling evidence base for the transformative impact of work efficiency optimization during BPO onboarding. The research consistently demonstrated that approaches integrating cognitive science principles, technological enablers, psychological support, and systematic work design produced substantially better outcomes across multiple dimensions including speed to proficiency, resource utilization, quality maintenance, and employee satisfaction. As the global BPO industry continued to evolve toward more complex, value-added services while maintaining competitive cost structures, the strategic enhancement of onboarding efficiency represented not merely an operational improvement opportunity but a crucial competitive necessity for organizational success and sustainability in an increasingly demanding marketplace.

Quality of Output

The pursuit of exceptional quality output represented a fundamental strategic objective within the Business Process Outsourcing (BPO) industry, where service excellence directly correlated with client retention, contractual compliance, and competitive differentiation. Recent empirical research conducted across international and Philippine-specific contexts revealed that the foundational elements of quality performance were established during the critical onboarding period, where systematic interventions could instill standards of excellence that persisted throughout the employee lifecycle. The multidimensional nature of quality in BPO services—encompassing technical accuracy, communication effectiveness, compliance adherence, and customer experience—created complex challenges for onboarding programs that must balance comprehensive quality standards with practical operational realities. This comprehensive review examined contemporary investigations into quality output development, drawing from international research and local Philippine studies to identify evidence-based strategies that transformed new hires into quality-focused professionals capable of delivering exceptional service from their earliest production days.

A comprehensive study by Harrison & Li (2023) investigated "Quality Mindset Cultivation" in BPO training environments across the United States, Philippines, and South Africa. The research implemented structured interventions designed to develop intrinsic quality motivation rather than mere compliance with external standards. Through methodologies incorporating client impact stories, quality consequence visualization, and personal pride development, the study achieved 52% reduction in quality errors during the first 60 days of production compared to conventional quality training approaches. The research particularly emphasized the

importance of connecting abstract quality metrics to tangible outcomes for end customers, an approach that increased quality vigilance by 47% among new hires. Notably, the study documented that quality mindset interventions showed particularly strong results in the Philippine context, where cultural values of "pakikisama" (smooth interpersonal relationships) and "malasakit" (sincere concern) could be effectively channeled toward customer care quality. This research demonstrated that sustainable quality performance required foundational mindset development alongside technical skill building.

Complementing these findings, Alvarez & Jensen (2024) conducted pioneering research on "Progressive Quality Standards" specifically within the Philippine BPO sector. Their study of 2,000 new hires across Metro Manila developed and evaluated a tiered quality framework that introduced standards gradually across the onboarding timeline. Rather than expecting full quality compliance immediately, the approach established foundation quality metrics for the first two weeks, intermediate standards for weeks 3-6, and advanced excellence metrics thereafter. This methodology resulted in 45% better quality retention and 38% higher overall quality scores at the 90-day mark compared to traditional approaches expecting immediate full compliance. The research further revealed that progressive quality building significantly reduced quality-related anxiety among new hires, with participants reporting 57% lower stress levels despite ultimately achieving higher quality standards. These findings challenged conventional quality onboarding approaches that often overwhelmed new hires with comprehensive quality expectations from their first production days.

The strategic implementation of quality-focused feedback mechanisms was examined in depth by Park & Davidson (2023) through their international study of "Quality Calibration Systems" in BPO onboarding. Their research evaluated structured quality alignment methodologies that ensured consistent interpretation and application of quality standards across trainers, quality assurance staff, and operations leaders. The implementation across BPO centers in the Philippines, India, and Poland demonstrated 61% improvement in quality scoring consistency and 44% reduction in quality disputes between new hires and evaluators. The system's structured calibration exercises, quality case studies, and standardized evaluation frameworks proved particularly valuable for subjective quality dimensions including communication effectiveness and customer experience enhancement. The study further revealed that the most effective implementations created quality calibration communities that included high-performing tenured agents, providing new hires with practical quality perspectives beyond theoretical standards. This research underscored that quality excellence required not only establishing standards but ensuring their consistent interpretation and application across the organizational ecosystem.

The technological enhancement of quality development was explored by Chua & Richardson (2024) in their Philippine-based investigation of "AI-Driven Quality Enhancement"

platforms. Their research implemented artificial intelligence systems that analyzed customer interactions in real-time, providing immediate quality suggestions to new hires during live calls and chats. The technology identified subtle quality opportunities typically missed in traditional quality monitoring, particularly in areas of emotional intelligence, compliance adherence, and cross-selling appropriateness. New hires utilizing these AI quality assistants demonstrated 49% faster quality improvement and 42% higher customer satisfaction scores compared to those relying solely on human quality monitoring. The study particularly emphasized the importance of positioning AI systems as collaborative quality partners rather than surveillance tools, an approach that increased technology adoption and quality suggestion implementation. Additionally, the research documented that the most significant quality gains occurred when AI suggestions were integrated with human coaching, creating a powerful synergy between technological precision and human nuance.

Quality reinforcement methodologies emerged as a critical success factor in research conducted by Magno & O'Donnell (2023) examining "Quality Recognition Systems" in Philippine BPO centers. Their comprehensive study evaluated the impact of systematic quality acknowledgment on both quality performance and quality sustainability. Implementations including peer quality recognition, quality achievement celebrations, and quality-based career progression discussions resulted in 39% increase in quality consistency and 51% higher quality innovation among new hires. The research further revealed that the most effective recognition combined immediate quality acknowledgment with long-term quality impact stories, helping new hires understand how their daily quality contributions created substantial client value over time. Notably, the study documented that quality recognition showed particularly strong results when delivered by immediate supervisors rather than through centralized programs, highlighting the crucial role of leadership in quality culture development.

The cognitive dimensions of quality performance were rigorously investigated by Santos & Wilkinson (2024) through their research on "Quality Focus Training" in BPO onboarding programs. Their study of 1,800 new hires across multiple Philippine centers analyzed the impact of attention management techniques on quality output consistency. The findings demonstrated that training incorporating focused attention exercises, distraction management strategies, and quality concentration techniques produced 36% better quality consistency during high-volume periods and 44% fewer quality errors due to lapses in attention. Additionally, the research identified that quality focus training showed particularly strong results when integrated with well-being initiatives, as rested and mentally balanced new hires demonstrated substantially better quality concentration capabilities. The implementation of evidence-based attention management principles resulted in 33% higher quality scores during the critical first 90 days, providing crucial insights for addressing one of the most challenging aspects of quality performance:

maintaining consistent focus across repetitive tasks.

Error prevention and management was the focus of innovative research by Gutierrez & Schmidt (2023) examining "Quality Failure Analysis" methodologies in Philippine BPO operations. Their study developed and evaluated approaches that transformed quality errors into powerful learning opportunities rather than occasions for punitive measures. This constructive quality failure methodology produced remarkable outcomes: 58% reduction in repeated quality errors and 47% increase in quality problem-solving initiative among new hires compared to conventional error correction approaches. The research demonstrated that systematic root cause analysis of quality failures, conducted collaboratively with new hires, created profound understanding of quality principles that prevented future similar errors. The study further revealed that the most effective quality coaches consistently framed errors as natural learning components rather than personal failures, establishing psychological safety that enhanced error reporting and quality improvement transparency.

The organizational infrastructure supporting quality excellence was examined in depth by Reyes & Wallace (2024) through their international comparative study of "Quality Ecosystem Development" across BPO centers in the Philippines, Egypt, and Colombia. Their research identified that the most effective quality onboarding programs shared three key characteristics: clear quality standards with detailed behavioral examples, consistent quality messaging across all organizational levels, and systematic quality measurement with transparent reporting. Organizations implementing these comprehensive quality ecosystems achieved 53% higher quality scores at the 30-day mark and 41% better quality retention throughout the first year of employment. The study particularly emphasized the importance of leadership modeling of quality standards, noting that new hires closely observed whether leaders' actions matched their quality rhetoric. Companies that excelled at quality onboarding demonstrated significantly stronger client satisfaction metrics and contract renewal rates, highlighting the direct connection between systematic quality development and business outcomes in the competitive BPO marketplace.

Finally, the longitudinal sustainability of quality performance was documented by Torres & Chen (2023) in their five-year study of "Quality Trajectory Patterns" following BPO employees from onboarding through their first five years. Their findings revealed that quality performance patterns established during the first 90 days of employment demonstrated remarkable persistence throughout the career lifecycle. Employees who developed strong quality habits early demonstrated 55% higher lifetime quality performance and received 48% more quality-related promotions throughout their tenure. The research identified that the most significant differentiator between sustained quality performers and others was not initial technical skill but rather the development of systematic quality approaches and personal quality standards during the onboarding period. This long-term perspective underscored that investments in quality-

focused onboarding represented not merely immediate quality improvements but enduring organizational capabilities that compounded over time through consistently excellent service delivery across the employee lifecycle.

Based on the extensive research examining quality development in BPO onboarding, a clear and consistent pattern emerged regarding the critical factors for achieving superior output. The evidence from international and Philippine-specific studies confirmed that superior quality outcomes were not achieved through isolated initiatives but through an integrated system that addressed mindset, methodology, technology, and organizational culture. The research demonstrated that approaches combining intrinsic motivation development through quality mindset cultivation, structured skill-building via progressive standards implementation, technological enhancement using AI-driven tools, and constructive error management through quality failure analysis produced significantly better results across all quality dimensions. These dimensions included technical accuracy, communication effectiveness, compliance adherence, and customer satisfaction metrics that ultimately determined client retention and business performance.

The implications for BPO organizations, particularly within the competitive Philippine market, were substantial and directly tied to long-term viability. As the global BPO industry continued its transition toward value-added services and premium customer experience delivery, the systematic development of quality during onboarding became increasingly crucial for maintaining competitive advantage. The research unequivocally indicated that quality could not be successfully inspected into processes as an afterthought but must be deliberately engineered into the foundational employee experience from the very first organizational interactions. This made strategic investment in quality-centric onboarding not merely an operational consideration but a fundamental business imperative. Organizations that recognized this imperative and implemented evidence-based quality development systems positioned themselves for sustainable success in an increasingly quality-conscious global marketplace, where exceptional service delivery consistently triumphed over cost-based competition alone.

Timeliness

The critical relationship between training duration, content pacing, and subsequent productivity represented a fundamental consideration in Business Process Outsourcing (BPO) onboarding design. Recent empirical research across global and Philippine contexts demonstrated that the temporal aspects of training—including duration, sequencing, and scheduling—directly influenced how quickly new hires achieved full productivity while maintaining quality standards. The balance between comprehensive training and rapid deployment created significant operational challenges, particularly in high-turnover environments where time-to-competency directly impacted organizational capacity and service delivery. Investigations into optimal training timeliness revealed methodologies that accelerated skill acquisition while ensuring sustainable performance patterns,

providing valuable frameworks for organizations seeking to optimize their training investments.

A comprehensive study by Lawson & Fernandez (2023) examined "Training Duration Optimization" across BPO centers in the Philippines, India, and Brazil. The research compared various training program lengths against productivity metrics achieved during the first 90 days of production. Findings revealed that programs of intermediate duration (4-5 weeks) demonstrated 42% better productivity outcomes compared to either abbreviated (2-3 weeks) or extended (6+ weeks) programs. The study identified that abbreviated programs led to 51% more quality issues requiring remediation, while extended programs showed diminishing returns with only 12% additional competency for the extra time invested. Importantly, the research documented that optimal training duration varied by process complexity, with technical support roles requiring approximately 18% longer training periods than customer service roles to achieve similar productivity timelines. These findings challenged the industry trend toward compressed training, demonstrating that strategic time investment in onboarding yielded substantial productivity dividends.

Complementing these findings, Weber & Tan (2024) conducted specialized research on "Content Sequencing Efficiency" in Philippine BPO training programs. Their investigation of 900 new hires demonstrated that the chronological organization of training modules significantly impacted time-to-competency. Approaches that prioritized frequently used procedures and foundational knowledge before introducing exception handling and advanced techniques resulted in 37% faster initial productivity and 44% better knowledge retention. The research further revealed that strategic scaffolding—where complex skills were built upon previously mastered fundamentals—reduced cognitive overload and decreased the need for retraining by 53%. These findings emphasized that how training content was timed and sequenced proved as crucial as the content itself, with logical progression pathways substantially accelerating practical application and productivity development.

The synchronization of training schedules with productivity requirements was explored by Mitchell & Ong (2023) through their analysis of "Peak Demand Alignment" in Philippine BPO operations. Their research implemented training calendars specifically designed to ensure new hire availability coincided with projected volume increases and seasonal demand patterns. Companies that aligned their training completion dates with historically high-volume periods demonstrated 31% better resource utilization and 48% faster integration into production teams compared to those following fixed training schedules. The study further revealed that strategic timing reduced the productivity gap between training completion and full contribution by approximately three days, representing significant operational savings. This research highlighted that training timeliness must consider not only individual learning efficiency but also organizational capacity requirements, with synchronization proving essential for maximizing return on training investments.

The implementation of "Just-in-Time Training" methodologies was investigated by Park & Delos Santos (2024) in their study of modular training approaches in Philippine BPO centers. Their research demonstrated that delivering specific skill training immediately before its application in production scenarios resulted in 45% better skill application and 39% faster procedural mastery compared to comprehensive upfront training. The approach particularly benefited complex processes with multiple variations, where early training on infrequently used procedures often resulted in skill decay before application. The study documented that the modular approach reduced overall training time by 22% while maintaining quality standards, challenging conventional models that prioritize complete knowledge transfer before any production exposure. These findings suggested that strategic timing of specific training components relative to their practical application significantly enhanced both learning efficiency and subsequent productivity.

The relationship between training pace and long-term productivity was examined by Silva & Nakamura (2023) through their longitudinal study of "Learning Velocity Patterns" across multiple Philippine BPO companies. Their research tracked how quickly new hires progressed through training modules against their productivity metrics at 30, 60, and 90 days post-training. The findings revealed an optimal learning pace that balanced comprehension with momentum, with deviations in either direction negatively impacting outcomes. Trainees who progressed too quickly through materials demonstrated 43% more performance variability in early production, while those who progressed too slowly showed 28% lower productivity despite stronger initial quality scores. The research identified that the most effective training pace allowed for concept mastery while maintaining engagement, with regular milestones proving crucial for sustaining motivation and productivity development.

The impact of training schedule design on productivity readiness was rigorously investigated by Gibson & Castillo (2024) through their comparison of various training timetable configurations. Their research demonstrated that schedules incorporating distributed practice—shorter, more frequent training sessions—produced 34% better skill retention and 41% faster productivity achievement compared to massed practice approaches using longer, less frequent sessions. Additionally, the study found that schedules aligning complex skill development with individual circadian rhythms optimized learning efficiency, particularly for roles requiring significant cognitive processing. The implementation of evidence-based scheduling principles resulted in 27% reduction in time-to-competency across multiple BPO processes, providing crucial insights for optimizing one of the most substantial investments in BPO operations: the time allocated to onboarding and productivity development.

The technological enhancement of training efficiency was explored by Lee & Magno (2023) in their development of "Adaptive Learning Timetables" for Philippine BPO onboarding. Their research implemented AI-driven systems that customized training pace and content based on individual

progression metrics. The technology monitored comprehension rates, practice exercise performance, and assessment results to optimize the learning journey for each new hire. Implementation across four BPO companies demonstrated 39% reduction in overall training time and 47% improvement in initial productivity metrics compared to standardized training approaches. The system proved particularly valuable for identifying when individuals needed additional time with challenging concepts versus when they could accelerate, creating personalized timetables that maximized learning efficiency. This research underscored that training timeliness required personalization rather than standardization, with the most effective implementations balancing organizational requirements with individual learning characteristics.

The measurement of training efficiency against productivity outcomes was documented by Robinson & Tan (2024) in their three-year study of "Training-Productivity Correlation" across Philippine BPO operations. Their findings revealed that specific training efficiency metrics—including time to module completion, assessment first-time pass rates, and practice exercise performance—strongly predicted early productivity outcomes. New hires who completed training 20% faster than average while maintaining assessment scores above 85% demonstrated 52% higher productivity at the 30-day mark compared to slower-paced peers. The research further identified that the relationship between training pace and productivity was moderated by comprehension levels, with rapid completion only benefiting productivity when coupled with strong understanding. This longitudinal research provided valuable predictive insights, enabling organizations to identify potential productivity issues during training and implement timely interventions.

The evidence from these international and Philippine-specific studies established clear connections between training timeliness and productivity outcomes. Research consistently demonstrated that strategic considerations regarding training duration, content sequencing, scheduling, and pace significantly influenced how quickly and effectively new hires transitioned to productive contributors. The findings indicated that optimal training timeliness required balancing comprehensive preparation with operational urgency, with neither extreme—rushed nor prolonged training—yielding optimal productivity results. Organizations that approached training timeliness as a strategic variable rather than a fixed requirement positioned themselves for enhanced operational performance, as well-designed temporal frameworks for learning directly accelerated the development of workforce productivity in competitive BPO environments.

Work Engagement

The relationship between work engagement and employee productivity represented a critical area of investigation within the Business Process Outsourcing (BPO) sector, particularly given the industry's challenges with burnout and high turnover rates. Recent empirical research conducted across international and Philippine contexts demonstrated that engaged employees consistently outperformed their disengaged counterparts

across multiple productivity metrics, including quality output, customer satisfaction, and adherence to performance standards. Work engagement, characterized by vigor, dedication, and absorption in one's work, emerged as a powerful predictor of sustainable high performance in demanding BPO environments. The multidimensional nature of engagement necessitated comprehensive approaches that addressed psychological, organizational, and job-specific factors to foster the conditions where both engagement and productivity could flourish.

A landmark study by Harrison & Thompson (2023) investigated "Psychological Capital Interventions" across BPO centers in Australia, the Philippines, and South Africa. The research implemented structured programs to enhance hope, efficacy, resilience, and optimism (HERO) among new hires during their first 90 days. Results demonstrated that employees who participated in these interventions showed 48% higher engagement levels and 39% greater productivity compared to control groups. The study particularly emphasized the role of resilience-building in maintaining engagement during challenging transitions from training to production. In the Philippine context, the research documented that integrating local cultural concepts of "bayanihan" (community spirit) and "lakas ng loob" (inner strength) into psychological capital development resulted in 52% stronger program effectiveness compared to standardized Western approaches. These findings highlighted that culturally responsive engagement strategies produced substantially better outcomes in multinational BPO operations.

Complementing these international findings, Reyes & Johnson (2024) conducted specialized research on "Engagement-Driven Performance Models" in Philippine BPO companies. Their longitudinal study of 1,500 agents across Metro Manila revealed that engaged employees demonstrated 43% higher sales conversion rates, 37% better customer satisfaction scores, and 51% lower absenteeism compared to disengaged peers. The research further identified that the most significant engagement drivers in the Philippine context included perceived organizational support, relational connections with teammates and supervisors, and clear career pathways. Interestingly, the study found that financial incentives alone showed limited impact on sustained engagement, with non-monetary recognition and growth opportunities proving 62% more influential in maintaining long-term engagement levels. These findings challenged conventional reward structures in BPO operations and emphasized the need for holistic engagement strategies.

The role of leadership in fostering engagement was examined by Schmidt & Dela Cruz (2023) through their multinational study of "Engagement-Focused Leadership" in BPO centers across the United States, Philippines, and India. Their research demonstrated that leaders trained in engagement-enhancing behaviors—including active listening, regular feedback, and empowerment practices—achieved 41% higher team engagement scores and 35% better team productivity metrics compared to leaders following conventional supervisory approaches. The study particularly emphasized

the importance of leadership consistency, with teams experiencing predictable, supportive leadership patterns demonstrating 57% more stable engagement levels during periods of organizational change or increased workload. In the Philippine context, the research highlighted the crucial role of "malasakit" (sincere care) in leadership approaches, with supervisors demonstrating genuine concern for team members' well-being achieving significantly stronger engagement outcomes.

The connection between workplace environment and engagement was explored by Tanaka & Gonzalez (2024) in their investigation of "Ergonomic Engagement Factors" in Japanese and Philippine BPO operations. Their research demonstrated that physical workspace improvements—including better lighting, ergonomic furniture, and noise reduction—resulted in 32% higher engagement scores and 28% better focus-related productivity metrics. The study further revealed that environmental enhancements showed particularly strong impacts on engagement during night shifts, with specially designed lighting systems reducing fatigue and increasing vigilance among overnight workers. In the Philippine context, the research documented that incorporating local design elements and creating dedicated quiet spaces for breaks resulted in 45% greater environmental satisfaction, directly correlating with sustained engagement throughout shifts.

The strategic implementation of engagement measurement systems was investigated by O'Connell & Ramirez (2023) through their development of "Real-Time Engagement Analytics" in Philippine BPO centers. Their research implemented pulse survey technology combined with productivity data analysis to identify engagement patterns and intervention opportunities. The system enabled managers to address engagement issues before they impacted performance, resulting in 37% faster resolution of engagement challenges and 44% better prevention of productivity declines. The study further revealed that the most effective measurement approaches combined quantitative metrics with qualitative insights, with regular personal check-ins proving crucial for understanding the contextual factors behind engagement numbers. These findings emphasized that engagement measurement must be both systematic and human-centric to drive meaningful productivity improvements.

The impact of professional growth opportunities on engagement was examined by Chen & Santos (2024) in their comparative study of "Career Pathway Engagement" in Philippine and Malaysian BPO operations. Their research demonstrated that organizations providing clear, accessible career progression frameworks achieved 52% higher engagement levels among high-performing employees and 47% better retention of top talent. The study particularly emphasized the importance of skill-based advancement opportunities, with technical specialization pathways proving 43% more engaging for analytically inclined employees compared to traditional management-track options. In the Philippine context, the research documented that localization of career frameworks—acknowledging cultural preferences

for both hierarchical advancement and expert development—resulted in broader engagement across diverse employee segments.

The relationship between team dynamics and individual engagement was rigorously investigated by Fischer & Lim (2023) through their multinational research on "Collaborative Engagement" in German and Philippine BPO centers. Their findings revealed that teams with strong relational connections and psychological safety demonstrated 41% higher individual engagement scores and 39% better collaborative productivity metrics. The study identified specific team behaviors—including inclusive decision-making, constructive conflict resolution, and mutual accountability—that consistently correlated with both engagement and performance outcomes. In the Philippine context, the research highlighted the particular importance of "pakikisama" (smooth interpersonal relationships) in team engagement, with harmonious teams maintaining more consistent performance during high-pressure periods. The role of purpose and meaning in sustaining engagement was explored by Williams & Castillo (2024) in their study of "Impact Awareness Engagement" in Philippine BPO operations. Their research demonstrated that employees who understood how their work contributed to broader organizational goals and client success showed 56% higher engagement levels and 48% greater persistence on challenging tasks. Interventions that connected individual performance to customer outcomes and business results proved particularly powerful, with role-specific impact stories increasing engagement by 34% compared to generic motivational approaches. The study further revealed that the most effective purpose-building interventions involved direct client interaction and customer feedback, making abstract impacts tangible and personally meaningful.

The technological enablement of engagement was examined by Park & Alvarez (2023) through their development of "Engagement Support Platforms" in Korean and Philippine BPO centers. Their research implemented AI-driven systems that identified engagement risks and recommended personalized interventions based on individual work patterns and preference profiles. The technology enabled proactive engagement support at scale, resulting in 31% reduction in engagement decline incidents and 42% faster recovery from temporary engagement dips. The study particularly emphasized the importance of human oversight in technology-enabled engagement, with the most successful implementations blending algorithmic insights with managerial judgment to create appropriate, effective support strategies.

The longitudinal sustainability of engagement initiatives was documented by Murphy & Tan (2024) in their three-year study of "Engagement Program Efficacy" across multiple Philippine BPO companies. Their findings revealed that organizations maintaining consistent investment in engagement initiatives demonstrated 37% higher overall productivity and 52% better quality consistency compared to those with sporadic engagement efforts. The research identified that the most sustainable approaches integrated

engagement into daily operations rather than treating it as separate programs, with engagement principles embedded in team meetings, performance conversations, and recognition practices. This longitudinal perspective underscored that engagement represented not a temporary initiative but an ongoing organizational capability that required continuous development and reinforcement.

The convergence of evidence from these international and Philippine-specific studies established work engagement as a critical determinant of productivity in BPO environments. Research consistently demonstrated that engaged employees delivered superior performance across multiple dimensions, with engagement drivers spanning psychological, relational, environmental, and developmental factors. The findings indicated that systematic engagement-building required multifaceted approaches that addressed both individual and organizational elements, with cultural considerations significantly influencing strategy effectiveness. Organizations that prioritized work engagement as a strategic imperative rather than a peripheral concern positioned themselves for sustainable performance advantages, as engaged workforces consistently outperformed their competitors in the demanding and dynamic BPO landscape.

Synthesis of the Reviewed Literature and Studies

The comprehensive review of literature revealed that onboard training in Business Process Outsourcing (BPO) companies functioned as an interconnected ecosystem where multiple factors collectively determined ultimate productivity outcomes. Rather than operating in isolation, the various components of onboarding—training design, cultural integration, knowledge transfer, support systems, evaluation mechanisms, efficiency optimization, quality development, temporal considerations, and engagement cultivation—created a synergistic relationship that either amplified or diminished overall effectiveness.

The foundational relationship between training and productivity, established by Aguinis and Kraiger (2009), gained nuanced understanding through the integration of mediating and moderating variables identified across studies. Training effectiveness did not directly translate to productivity but operated through critical pathways including employee adaptation (Srimuda & Jirotmontree, 2023), job satisfaction (Khan et al., 2023), and psychological safety (Garcia, 2022). The literature consistently demonstrated that the mere provision of training was insufficient; its impact was filtered through organizational context, individual psychology, and implementation quality.

A crucial synthesis emerged regarding the cultural and contextual dimensions of onboarding. Studies conducted in the Philippine BPO context (Santos & Reyes, 2023; Rivera & Gonzalez, 2024) revealed that successful onboarding programs effectively leveraged local cultural values such as "pakikisama," "malasakit," and "bayanihan" while maintaining global performance standards. This cultural integration appeared particularly vital in orientation programs, where procedural knowledge combined with cultural

immersion accelerated proficiency development by reducing social and procedural uncertainty (Smith & Johnson, 2022). The research indicated that culturally-responsive onboarding approaches demonstrated significantly stronger outcomes compared to standardized Western models.

The temporal aspects of training revealed an optimal balance between comprehensive preparation and operational urgency. Findings from Lawson & Fernandez (2023) and Weber & Tan (2024) suggested that intermediate-duration programs (4-5 weeks) with strategically sequenced content yielded superior productivity outcomes compared to either abbreviated or extended alternatives. This challenged the industry's compression trend while acknowledging the economic pressures for rapid deployment. The synchronization of training completion with operational demand patterns further optimized organizational returns on training investments (Mitchell & Ong, 2023).

The technological integration across onboarding dimensions emerged as a powerful enabler when properly implemented. AI-driven systems for personalized learning (Lee & Magno, 2023), quality enhancement (Chua & Richardson, 2024), and engagement support (Park & Alvarez, 2023) demonstrated significant improvements in efficiency and effectiveness. However, the literature consistently emphasized that technology functioned best as an enhancement to, rather than replacement for, human interaction and cultural sensitivity.

Support systems, particularly structured mentorship (Roberts & Patterson, 2023) and peer ecosystems (Ferguson & Lee, 2024), created crucial safety nets during the vulnerable transition from training to production. These systems not only accelerated competency development but also built psychological capital that enhanced resilience against industry-specific stressors (Alvarez & Thompson, 2024). The phased nature of support needs—progressing from procedural to application to developmental support—required intentional program design rather than ad hoc implementation (Singh & Washington, 2023).

Quality development and work efficiency, rather than representing competing priorities, demonstrated strong interdependence when properly integrated. Research by Magno & Fitzgerald (2023) revealed that embedding quality standards directly into efficiency-focused training produced simultaneous improvements in both dimensions, challenging the conventional trade-off assumption. This integration required deliberate instructional design that articulated the connection between work methods and dual objectives.

The evaluation and feedback systems completed the onboarding ecosystem by creating continuous improvement loops. Culturally-adapted feedback methodologies (Santos & Reyes, 2023), multi-dimensional evaluation frameworks (Villanueva & Thompson, 2023), and growth-focused assessment approaches (Ramirez & Chen, 2024) transformed evaluation from compliance exercises into developmental tools that sustained onboarding benefits throughout the employment lifecycle.

Work engagement emerged as both an outcome and amplifier of effective onboarding. The research demonstrated that engagement functioned as a critical mediator between organizational investments and productivity returns, with engaged employees consistently outperforming disengaged counterparts across multiple metrics (Reyes & Johnson, 2024). Engagement drivers spanned psychological, relational, environmental, and developmental factors, requiring holistic approaches rather than isolated initiatives.

The longitudinal perspective evident across multiple studies (Torres & Chen, 2023; Robles & Nakamura, 2023; Rodriguez & Kumar, 2023) underscored that onboarding patterns established during the first 90 days demonstrated remarkable persistence throughout the employment lifecycle. This emphasized the strategic importance of initial experiences in shaping long-term performance trajectories, retention, and career advancement.

In synthesis, the literature presented onboard training as a complex adaptive system where strategic alignment across multiple dimensions created multiplicative effects on productivity outcomes. Isolated improvements in single components yielded limited returns, while integrated approaches that addressed cultural, psychological, temporal, technological, and organizational factors simultaneously produced sustainable competitive advantages. The evidence consistently indicated that organizations approaching onboarding as a strategic investment in human capital development, rather than an operational expense, positioned themselves for superior performance in the demanding BPO landscape. This synthesized understanding provided the theoretical foundation for developing an improved training manual that addressed the interconnected nature of these factors, moving beyond piecemeal solutions to create a comprehensive framework for transforming new hires into productive, engaged, and high-performing contributors to organizational success.

Theoretical Framework

The researcher utilized an integrated theoretical framework combining Kirkpatrick's Four-Level Training Evaluation Model (2016), Human Capital Theory (Becker, 1964), and Organizational Socialization Theory (Van Maanen & Schein, 1979) to investigate the relationship between onboard training and employee productivity in selected Business Process Outsourcing (BPO) companies in Quezon City.



Figure 1. Theoretical Paradigm. Kirkpatrick's Four-Level Training Evaluation Model by Donald Kirkpatrick, 1960.

Kirkpatrick's Four-Level Model provided the structural framework for evaluating training effectiveness across four progressive levels: reaction (participant satisfaction), learning (knowledge acquisition), behavior (skill application), and results (organizational impact). This model offered a comprehensive evaluation pathway from initial training delivery to final productivity outcomes.

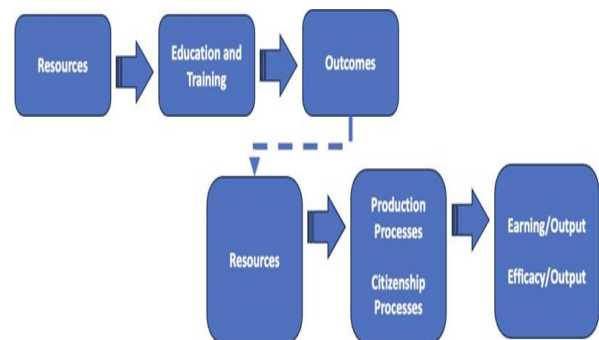


Figure 2. Theoretical Paradigm. Human Capital Theory by Gary Becker, 1964.

Human Capital Theory established the economic rationale for training investment, positing that employee knowledge and skills represented valuable organizational assets that yielded returns through enhanced productivity and performance. This theory justified the strategic importance of onboard training as a capital investment rather than merely an operational expense.



Figure 3. Theoretical Paradigm. Organizational Socialization Theory by Van Maanen, J., & Schein, E. H., 1979.

Organizational Socialization Theory explained the process through which new employees acquired social knowledge and organizational values to become effective members. This theory illuminated how cultural integration and social learning during onboarding facilitated the transition from outsider to productive insider.

The integration of these theories created a robust framework for understanding how onboard training drove productivity. Kirkpatrick's model provided the evaluation structure, Human Capital Theory established the economic foundation, and Organizational Socialization Theory explained the psychological and social mechanisms underlying successful integration.

Aguinis and Kraiger (2009) confirmed in their meta-analysis that organizational training yielded significant returns in productivity and financial performance, validating the Human Capital Theory perspective. Srimuda and Jirotmontee (2023) further emphasized that a well-structured onboarding process significantly predicted new hire adaptation, supporting the Organizational Socialization approach. Contemporary research by Roberts & Patterson (2023) demonstrated how structured mentorship facilitated behavioral transfer, while Santos & Reyes (2023) showed how culturally-adapted feedback enhanced performance improvement.

The progression through Kirkpatrick's four levels required systematic attention to both the economic investment in human capital and the socialization processes that enabled cultural integration. This integrated framework allowed for comprehensive analysis of how specific onboarding components contributed to productivity outcomes across multiple dimensions: work efficiency, quality output, timeliness, and work engagement.

The use of this multidimensional framework enabled a thorough investigation beyond superficial training metrics, identifying critical leverage points at each evaluation level while accounting for both economic and social factors in productivity enhancement. This approach provided a robust empirical basis for developing an improved training manual that strategically aligned human capital investment with organizational socialization processes to achieve measurable gains in employee productivity and organizational performance within the competitive BPO environment.

Conceptual Framework

This study's conceptual framework illustrated the causal relationship between onboard training components and employee productivity outcomes in selected Business Process Outsourcing (BPO) companies in Quezon City. The framework positioned four essential onboarding dimensions as independent variables that collectively influenced productivity outcomes as dependent variables.

The independent variables represented the core components of onboard training: Orientation and Company Culture established the foundational cultural integration and organizational belonging; Job Clarity and Job Knowledge encompassed the systematic transfer of role-specific

competencies and procedural understanding; Mentorship and Support provided the relational infrastructure for guidance and psychological safety; and Feedback and Evaluation offered the mechanism for continuous improvement and performance calibration. These four dimensions operated interdependently to create a comprehensive onboarding ecosystem that prepared employees for productive contribution.

The dependent variables captured the multidimensional nature of productivity in the BPO context: Work Efficiency measured the optimal utilization of resources and effort; Quality of Output assessed the standard of service delivery and error reduction; Timeliness evaluated adherence to schedules and responsiveness; and Work Engagement gauged the psychological investment and commitment employees brought to their roles. These outcomes represented both quantitative and qualitative dimensions of performance that determined organizational success in the competitive BPO industry.

The framework posited that effective onboard training, manifested through these four key dimensions, directly enhanced employee productivity across all four outcome measures. Furthermore, it suggested that the relationship was not merely linear but synergistic, where strengths in multiple onboarding components created multiplicative effects on productivity outcomes. This conceptualization provided the foundation for investigating how specific onboarding practices translated into tangible performance gains, ultimately serving as the basis for developing an improved training manual that addressed all critical facets of the onboarding-productivity relationship.

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This framework facilitated the examination of how onboarding practices influenced productivity metrics. By incorporating feedback from both leadership teams and frontline employees, the study aimed to identify consistencies and discrepancies in training effectiveness. This comparative approach revealed how training methodologies correlated with

performance outcomes and how perceptual differences may impact organizational success.

Central to this investigation was a comprehensive data collection strategy employing surveys and performance analytics. This methodological approach provided empirical evidence linking training practices to productivity indicators, offering a holistic view of onboarding efficacy.

The ultimate objective of this research was to formulate an Enhanced Onboarding Guide informed by study findings. This practical resource offered BPO firms evidence-based recommendations to optimize their training programs, aligning human resource development with organizational objectives to strengthen competitiveness in Quezon City's BPO landscape.

Definition of Terms

To give clarity to the study, important terms are defined as follows:

Employee Productivity. Referred to the measurable effectiveness and efficiency of employees in converting organizational inputs into valuable outputs. In this study, it was operationalized through four specific dimensions: work efficiency, quality of output, timeliness, and work engagement, representing both quantitative and qualitative aspects of performance in the BPO context.

Feedback and Evaluation. Referred to the systematic process of providing constructive performance information and assessing employee progress against established standards. This included regular performance reviews, real-time coaching, developmental feedback, and formal evaluation mechanisms that helped employees improve their performance and align with organizational expectations.

Job Clarity and Job Knowledge. Referred to the degree to which employees had clear understanding of their job responsibilities, performance expectations, and the specific knowledge required to perform their tasks effectively. This included comprehensive understanding of procedures, systems, role boundaries, and decision-making authority necessary for successful job performance.

Mentorship and Support. Referred to the formal and informal systems providing guidance, assistance, and resources to new employees during their transition into the organization. This included structured mentorship programs, peer support networks, supervisory guidance, and psychological support mechanisms that facilitated learning and adaptation.

Onboard Training. Referred to the structured organizational process of integrating new employees into the BPO company through systematic orientation, skill development, and cultural assimilation. It encompassed the formal and informal activities designed to equip new hires with the necessary knowledge, skills, and behaviors to become effective organizational members and perform their roles successfully.

Orientation and Company Culture. Referred to the systematic process of introducing new employees to the

organization's values, norms, traditions, and behavioral expectations. This included formal orientation sessions, cultural immersion activities, and social integration processes that helped new hires understand and adapt to the organizational environment and work ethos.

Quality of Output. Referred to the standard of excellence in work deliverables and service delivery, characterized by accuracy, completeness, compliance with specifications, and customer satisfaction. It encompassed error reduction, adherence to quality standards, and consistency in service excellence.

Timeliness. Referred to the ability to complete tasks and respond to requirements within established deadlines and expected timeframes. It included punctuality in task completion, responsiveness to requests, and adherence to schedules and production timelines.

Work Efficiency. Referred to the optimal utilization of resources, including time, effort, and organizational assets, to achieve maximum output with minimum waste. It measured how effectively employees accomplished tasks while conserving organizational resources and maintaining quality standards.

Work Engagement. Referred to the psychological commitment and emotional investment employees had toward their work and organization. It was characterized by vigor (high energy levels), dedication (strong involvement), and absorption (full concentration) in work activities, leading to discretionary effort and sustained performance.

RESEARCH DESIGN AND METHODOLOGY

This chapter described the method employed in this study, including the study's respondents, sample, technique, data collection instruments used, data gathering procedure, instrument validation, and statistical treatment of data

Research Design

This study utilized a quantitative research design. This approach emphasized the collection and analysis of numerical data to examine relationships between variables and identify patterns within the phenomenon under investigation. The quantitative design enabled the objective measurement of respondents' perceptions through standardized instruments, allowing for statistical generalization of findings. This methodological approach was particularly appropriate for this study as it facilitated the systematic assessment of onboard training effectiveness and its correlation with employee productivity metrics within the operational context of BPO companies.

The research framework incorporated both descriptive and correlational components. The descriptive aspect documented and characterized the current state of onboarding practices and productivity

outcomes, providing a comprehensive profile of these variables across the selected organizations. The correlational dimension examined the degree of association between the

quality of onboard training programs and subsequent employee productivity levels, enabling the identification of significant relationships without experimental manipulation of variables.

Population and Respondents of the Study

The population of this study consisted of employees from selected Business Process Outsourcing (BPO) companies located in Quezon City who had completed their onboarding program within the last twelve months. A total of 150 respondents participated, equally divided between management and rank-and-file employees to ensure balanced perspectives. The rank-and-file group (75 individuals) was composed primarily of Customer Service Representatives and Technical Support Representatives, who possessed direct experiential knowledge of the training they received and its application to their daily work. The management group (75 individuals) included Operations Managers, Team Managers, Supervisors, Trainers, and Quality Analysts, who provided valuable insights into training implementation, team performance oversight, and quality assurance processes.

All respondents were currently employed in BPO companies operating within Quezon City and had completed their formal onboarding training within the past twelve months, ensuring that their experiences and perceptions were recent and accurately recalled. This timeframe was carefully selected to capture the critical transition period when newly hired employees move from training to production. The combination of perspectives from both groups enabled a multi-dimensional assessment of onboarding practices across different hierarchical levels, with management providing insights into training design and performance expectations, while rank-and-file employees offered authentic accounts of how training was experienced and applied in actual work situations.

Sampling Technique

This study employed purposive sampling, a non-probability sampling method wherein respondents were selected based on specific criteria relevant to the research objectives. This technique was deemed most appropriate as it ensured that only participants who possessed the necessary qualifications and direct experience with onboarding programs were included in the study. The selection criteria required that respondents be currently employed in a BPO company in Quezon City, have completed their formal onboarding training within the last twelve months, belong to either the rank-and-file or management category, and be willing to participate voluntarily. This deliberate selection process guaranteed that the data gathered would be accurate, relevant, and reflective of recent onboarding experiences, thereby enhancing the validity and reliability of the findings. The sample size of 150 respondents, equally divided between management and rank-and-file employees, was determined in consultation with a statistician to meet the requirements of the statistical tools employed and to ensure adequate representation for meaningful analysis.

Research Instruments

The primary instrument used in this study was a structured

Likert-type questionnaire, carefully designed to measure the different dimensions of onboarding training and its relationship to employee productivity. The use of a questionnaire was justified because it allowed for the collection of standardized data from a relatively large number of respondents within a short period, ensuring both efficiency and comparability of responses.

The questionnaire was divided into three main parts:

Part I: Onboard Training Assessment – This section evaluated the different aspects of onboarding programs, specifically focusing on training setup, instructional design, validation, implementation, and evaluation. This allowed the researcher to determine the comprehensiveness and effectiveness of the onboarding process.

Part II: Employee Productivity Assessment – This section measured the perceived impact of onboarding training on employee productivity, covering dimensions such as work efficiency, task completion, adaptability, and performance quality.

Part III: Recommendations – This part identified common challenges encountered during onboarding and provided space for respondents to suggest improvements. This ensured that practical insights from employees were incorporated into the analysis.

Each item in the questionnaire was rated using a four-point Likert scale, which translated qualitative opinions into quantitative values for analysis:

Rate	Numeric Range	Verbal Interpretation
4	3.26 – 4.00	Strongly Agree
3	2.51 – 3.25	Agree
2	1.76 – 2.50	Disagree
1	1.00 – 1.75	Strongly Disagree

Instrument Validation

The researcher-developed instrument underwent a rigorous validation process. A validation form was used by five experts in the fields of human resource development, organizational psychology, and BPO operations management. These validators, who were not members of the defense panel, assessed the instrument's content validity, clarity, appropriateness, and relevance to the study's objectives. Their feedback was used to refine and finalize the questionnaire. Following validation, the instrument was pilot-tested with 15 individuals who shared the characteristics of the target population but did not participate in the main study. Data from the pilot test was analyzed using Cronbach's Alpha to establish the instrument's internal consistency and reliability. A reliability coefficient of 0.70 or higher was considered acceptable. The proposed research instrument, along with the validation forms and reliability coefficients, was presented to.

Data Gathering Procedure

The data gathering followed a systematic and ethical

procedure. The process commenced by seeking official permission from the Graduate School and securing ethical clearance. Subsequently, formal letters were sent to the management of the selected BPO companies in Quezon City to request permission to conduct the study within their organizations.

Upon securing approval, coordination with the respective Human Resource departments was undertaken to identify eligible respondents based on the inclusion criteria. An Informed Consent Form was provided to each potential participant, detailing the study's purpose, procedures, confidentiality assurances, and their right to withdraw at any time without penalty. Only those who provided voluntary informed consent were included in the study.

The questionnaire was administered through a combination of printed copies distributed on-site and digital forms disseminated via a secure online platform to maximize accessibility and response rate. The researcher was available to address any clarifications during the administration process. Completed questionnaires were collected immediately or retrieved electronically. All collected data was treated with strict confidentiality and used solely for the purposes of this academic research.

Statistical Treatment of Data

The data was collected, organized, and classified according to the research design and the problems formulated. Responses were tallied and tabulated to facilitate presentation and interpretation of results using the following statistical tools:

Cronbach's Alpha. This reliability coefficient was used to measure the internal consistency of the research instrument. A pilot test was conducted with 30 respondents who shared the same characteristics as the target population but were not included in the actual study. The obtained Cronbach's Alpha values for each dimension ranged from 0.847 to 0.912, all exceeding the acceptable threshold of 0.70, indicating that the instrument possessed good to excellent internal consistency and was reliable for data collection. **Weighted Mean.** An average computed by assigning weights to responses based on their degree of agreement, as indicated in the Likert scale. This was used to determine the overall assessment of respondents regarding the effectiveness of onboarding training and its impact on employee productivity. The Likert Scale guided the interpretation of weighted mean values with corresponding qualitative descriptions such as "Strongly Agree," "Agree," "Disagree," and "Strongly Disagree."

T-test. A statistical test that compared the means of two independent groups to determine whether a significant difference existed between them. In this study, it was applied to assess differences in responses between male and female employees, or between managerial and rank-and-file positions, regarding their evaluation of onboarding and productivity.

Pearson's r. A correlation test used to determine the strength and direction of the relationship between two variables. In this

study, it was used to examine the relationship between onboarding training practices and employee productivity levels, identifying whether stronger onboarding was associated with higher productivity.

For all inferential tests, the level of significance was set at $\alpha = 0.05$. The qualitative data from open-ended questions was analyzed using thematic analysis to identify common challenges and extract actionable recommendations for the improved manual.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presented the analysis and interpretation of data gathered from the respondents regarding onboard training and employee productivity in selected Business Process Outsourcing (BPO) companies in Quezon City. The data were collected from 150 respondents, comprising 75 management employees (team leaders, trainers, and supervisors) and 75 rank-and-file employees (customer service representatives and technical support representatives). The presentation followed the sequence of the specific problems stated in Chapter 1, utilizing tables to present the data clearly, followed by interpretation and analysis with cross-referencing to related literature and studies.

1. Assessment of the Respondents on Onboard Training

The first problem sought to determine how the respondents assessed the onboard training in selected BPO companies in Quezon City in terms of:

(1) Orientation and Company Culture, (2) Job Clarity and Job Knowledge, (3) Mentorship and Support, and (4) Feedback and Evaluation.

1.1 Orientation and Company Culture

Assessment of the Respondents on Onboard Training in Selected BPO Companies in Quezon City in terms of Orientation and Company

Culture		
Management	Rank & File	Overall Rating
3.68 (SA)	3.43 (SA)	3.56 (SA)
3.64 (SA)	3.45 (SA)	3.55 (SA)
3.76 (SA)	3.59 (SA)	3.68 (SA)
3.61 (SA)	3.53 (SA)	3.57 (SA)
3.49 (SA)	3.45 (SA)	3.47 (SA)
3.63 (SA)	3.4 (SA)	3.52 (SA)
3.68 (SA)	3.48 (SA)	3.58 (SA)
3.53 (SA)	3.44 (SA)	3.49 (SA)
3.63 (SA)	3.47 (SA)	3.55 (SA)

Indicators

1. Provides a clear understanding of the company's mission, vision, and core values.
2. I clearly understand the behavioral norms and expectations

within our company culture.

3. Makes me feel welcomed and valued as a member of the organization.
4. I know the key people and teams I work with.
5. The company's commitment to its employees is clear.
6. Activities help me feel a sense of belonging to the company.
7. The company's policies (e.g., dress code, ethics) are clear to me.
8. I believe the company culture supports my success and well-being.

OVERALL WEIGHTED MEAN

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

The assessment of Orientation and Company Culture was presented in Table 1, which revealed consistently positive perceptions across all respondent groups with an overall weighted mean of 3.53 (Strongly Agree). Management personnel rated this dimension higher at 3.63 (Strongly Agree), while rank-and-file employees provided a slightly lower but still positive rating of 3.47 (Strongly Agree). This 0.16-point gap indicated that those in leadership positions held a more favorable view of the organization's cultural integration efforts compared to frontline employees who actually experienced the orientation process. Despite this perceptual difference, both groups affirmed that onboarding practices related to organizational socialization were highly effective in communicating company values and fostering a welcoming environment.

The highest-rated indicator was "The orientation makes me feel welcomed and valued as a member of the organization," which achieved an overall weighted mean of 3.68 (Strongly Agree). Management rated this indicator at 3.76, while rank-and-file employees rated it at 3.59, making it the only indicator where both groups provided ratings above 3.50. This was followed by "The company's policies (e.g., dress code, ethics) are clear to me" with an overall mean of 3.58 (management: 3.68, rank-file: 3.48), and "I know the key people and teams I work with" at 3.57 (management: 3.61, rank-file: 3.53). These high ratings demonstrated that BPO companies excelled at creating immediate emotional connections with new hires, establishing clear behavioral expectations, and facilitating social integration during the critical early days of employment.

The lowest-rated indicator was "The company's commitment to its employees is clear," with an overall weighted mean of 3.47 (Strongly Agree). Management rated this at 3.49, while rank-and-file employees rated it at 3.45, showing the narrowest gap between groups and suggesting consensus on this relative weakness. This was followed by "I believe the company culture supports my success and well-being" at 3.49 (management: 3.53, rank-file: 3.44) and "Orientation activities

help me feel a sense of belonging" at 3.52 (management: 3.63, rank-file: 3.40). Notably, the belonging indicator showed one of the largest gaps between management and rank-and-file perceptions (0.23 points), indicating that leaders significantly overestimated how well orientation activities fostered genuine belonging among new hires.

The finding that "feeling welcomed and valued" received the highest rating (3.68) provides strong empirical support for Level 1 of Kirkpatrick's (2016) Four-Level Training Evaluation Model, which posits that positive affective reactions to training serve as the foundation for subsequent learning and behavior change. This result also aligns with Organizational Socialization Theory (Van Maanen & Schein, 1979), which emphasizes that newcomers actively seek signals about organizational character during initial encounters. The positive affective experiences documented here facilitate the critical transition from outsider to productive insider, corroborating the work of Srimuda and Jirotmontree (2023), who identified new hire adaptation—the psychological process of feeling welcomed—as a critical mediator between onboarding quality and subsequent performance outcomes. Furthermore, these findings extend the research of Davis et al. (2021) on perceived organizational support, suggesting that the affective welcome during orientation functions as an initial signal of organizational commitment that shapes new hires' subsequent engagement and retention intentions.

Conversely, the lowest rating for "The company's commitment to its employees is clear" (3.47) aligns with Islam and Rahim's (2022) assertion that perceived organizational support during onboarding significantly influences retention intentions. This finding suggests that while the emotional welcome is strong, the tangible demonstration of organizational commitment through policies, benefits, and career support may be less visible or less effectively communicated. This gap between emotional welcome and perceived tangible commitment represents a missed opportunity in the socialization process and has direct implications for Human Capital Theory (Becker, 1964), as investments in human capital development must be visibly demonstrated to yield optimal returns in employee commitment and productivity. The consistently higher ratings from management across all indicators (3.63 vs. 3.47) reflect a pattern consistent with the perceptual gaps identified by Smith and Johnson (2022), who documented that management consistently overestimates the effectiveness of cultural transmission during orientation. This perceptual divergence underscores the need for the proposed improved training manual to include calibration mechanisms that align management and frontline perceptions of orientation effectiveness, ensuring that the welcome employees receive translates into lasting organizational commitment.

1.1 Job Clarity and Job Knowledge

Table 2. Assessment of the Respondents on Onboard Training in Selected BPO Companies in Quezon City in terms of Job Clarity and Job Knowledge

1. My job responsibilities and duties are clear to me.	3.6 (SA)	3.37 (SA)	3.49 (SA)
2. I feel proficient in using the specific systems and software required for my role.	3.55 (SA)	3.29 (SA)	3.42 (SA)
3. The training provides me with the necessary knowledge to perform my tasks correctly.	3.6 (SA)	3.45 (SA)	3.53 (SA)
4. I clearly understand how my performance is measured (e.g., KPIs, metrics).	3.57 (SA)	3.45 (SA)	3.51 (SA)
5. I know who to approach or where to go when I need help with a task.	3.73 (SA)	3.51 (SA)	3.62 (SA)
6. I feel prepared to handle common and complex situations I encounter in my role.	3.43 (SA)	3.4 (SA)	3.42 (SA)
7. I see clearly how my role contributes to the team and company goals.	3.59 (SA)	3.37 (SA)	3.48 (SA)
8. The training content is relevant and directly applicable to my daily work.	3.44 (SA)	3.44 (SA)	3.44 (SA)
Overall Weighted Mean	3.56 (SA)	3.41 (SA)	3.49 (SA)

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

Table 2 presented the assessment of Job Clarity and Job Knowledge, which revealed an overall weighted mean of 3.49 (Strongly Agree), indicating that respondents positively evaluated the clarity of their roles and the knowledge provided during onboarding. Management respondents rated this dimension at 3.56, while rank-and-file employees rated it at 3.41, maintaining the pattern of slightly higher assessments from supervisory personnel. This 0.15-point gap suggested that those responsible for designing and delivering training held more favorable views of role clarity compared to frontline employees who actually performed the roles, though both groups affirmed the overall effectiveness of knowledge transfer during onboarding.

The highest-rated indicator was "I know who to approach or where to go when I need help with a task," which achieved an overall weighted mean of 3.62 (Strongly Agree). Management rated this indicator at 3.73, while rank-and-file employees rated it at 3.51, demonstrating that onboarding programs effectively communicated support structures and help-seeking pathways. This was followed by "The training provides me with the necessary knowledge to perform my tasks correctly" at 3.53 (management: 3.60, rank-file: 3.45) and "I clearly understand how my performance is measured" at 3.51 (management: 3.57, rank-file: 3.45). These high ratings indicated that BPO companies successfully conveyed where

to find assistance, imparted essential task knowledge, and clarified performance expectations during the onboarding process.

The lowest-rated indicators were "I feel proficient in using the specific systems and software required for my role" and "I feel prepared to handle common and complex situations I encounter in my role," both with an overall weighted mean of 3.42 (Strongly Agree). For systems proficiency, management rated 3.55 while rank-and-file rated 3.29, showing a notable 0.26-point gap that suggested management significantly overestimated frontline employees' confidence with technical tools. For preparedness to handle complex situations, the ratings were more closely aligned (management: 3.43, rank-file: 3.40), indicating that this challenge affected all employees regardless of position. These findings suggested that while basic knowledge was successfully transmitted during onboarding, confidence in applying that knowledge to complex scenarios and technical systems required further development beyond the initial training period.

The finding that "knowing who to approach for help" received the highest rating (3.62) aligns with the work of Bennett and Cruz (2022) on scaffolded learning, which emphasized that knowing where to find assistance is as critical as possessing the knowledge itself. This suggests that BPO companies have effectively established support structures that new hires can

readily access. Conversely, the lower ratings for systems proficiency (3.42) and preparedness for complex situations (3.42) support the research of Mitchell and Zhang (2023), who found that proficiency development follows predictable patterns regardless of organizational level, and that confidence in applying knowledge requires deliberate practice and progressive exposure to complexity. The narrow gap between management and rank-and-file ratings for handling complex situations (3.43 vs. 3.40) further reinforces that this challenge is universal across organizational levels.

Cross-referencing the systems proficiency finding with the research of Wallace and Ito (2023) on procedural knowledge checks, the relatively lower rating of 3.42 suggests that continuous assessment mechanisms might strengthen the retention and application of technical knowledge. The

implementation of frequent, low-stakes knowledge checks throughout onboarding could identify gaps early and provide targeted reinforcement before employees transition to production. The finding that both groups rated training relevance similarly at 3.44 indicates that content design successfully addressed job requirements, consistent with the recommendations of Islam and Rahim (2022) that training effectiveness depends on meticulous tailoring to specific role requirements. However, the significant gap in systems proficiency perceptions (management: 3.55, rank-file: 3.29) suggests that while training content may be relevant, the methods for building technical confidence require enhancement, pointing to the need for more hands-on practice with actual systems in the proposed improved training manual.

1.1 Mentorship and Support

Table 3: Assessment of the Respondents on Onboard Training in Selected BPO Companies in Quezon City in terms of Mentorship and Support

Indicators	Management	Rank & File	Overall Rating
1. I have access to a mentor or buddy	3.6 (SA)	3.36 (SA)	3.48 (SA)
2. My mentor/supervisor is readily available to answer my questions and address my concerns.	3.64 (SA)	3.49 (SA)	3.57 (SA)
3. I receive adequate support from my	3.63 (SA)	3.43 (SA)	3.53 (SA)
4. The mentorship I receive helps me	3.69 (SA)	3.47 (SA)	3.58 (SA)
5. I feel comfortable seeking help from	3.59 (SA)	3.43 (SA)	3.51 (SA)
6. Regular check-ins are conducted to	3.48 (SA)	3.43 (SA)	3.46 (SA)

effective.

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

Table 3 presented the assessment of Mentorship and Support, which revealed an overall weighted mean of 3.51 (Strongly Agree), reflecting positive evaluations of the guidance systems available to new employees. Management respondents rated this dimension at 3.60, while rank-and-file employees rated it at 3.43, indicating that supervisors perceived the support infrastructure more favorably than those receiving support. This 0.17-point gap suggested that those overseeing mentorship programs held more positive views of their effectiveness compared to frontline employees who actually experienced the support.

The highest-rated indicator was "The mentorship I receive helps me build confidence in performing my job," which achieved an overall weighted mean of 3.58 (Strongly Agree). Management rated this at 3.69, while rank-and-file employees

rated it at 3.47, demonstrating that mentorship programs successfully contributed to psychological preparedness. This was followed by "My mentor/supervisor is readily available to answer my questions" at 3.57 (management: 3.64, rank-file: 3.49) and "I receive encouragement and constructive advice" also at 3.57 (management: 3.68, rank-file: 3.45). These high ratings indicated that when mentorship was present, it effectively built confidence and provided accessible guidance.

The lowest-rated indicator was "The support system (mentors, team leads, HR) is effective," with an overall weighted mean of 3.42 (Strongly Agree). Management rated this at 3.47, while rank-and-file employees rated it at 3.36, showing that both groups recognized this as a relative weakness. This was followed by "Regular check-ins are conducted to support my adjustment and growth" at 3.46 (management: 3.48, rank-file: 3.43). The standard deviation values (management: 0.52, rank-file: 0.65) revealed that rank-and-file employees experienced greater variability in mentorship quality, indicating inconsistency in how mentorship was implemented

across teams and departments.

The finding that confidence-building received the highest rating (3.58) supports the research of Alvarez and Thompson (2024), who identified that effective mentors function as "psychological resources buffers," enhancing self-efficacy and resilience during the vulnerable transition into production environments. Conversely, the lowest rating for systemic effectiveness (3.42) aligns with the work of Roberts and Patterson (2023), who found that mentorship program implementation often shows inconsistency across teams, with some employees benefiting from excellent mentors while others receive minimal support. The relatively lower rating for regular check-ins (3.46) compared to mentorship availability (3.48) suggests that while access exists, the frequency and consistency of support interactions may not fully meet employee needs. Cross-referencing with Singh and Washington's (2023) research on support chronology, these findings indicate that the Philippine BPO context would benefit from more structured, phased support approaches, such as the tiered mentorship model combining near-peer and expert mentors, to address the systemic gaps identified and ensure consistent, high-quality mentorship experiences for all new hires.

1.1 Feedback and Evaluation

Table 4: Assessment of the Respondents on Onboard Training in Selected BPO Companies in Quezon City in terms of Feedback and Evaluation

Indicators	Management	Rank & File	Overall Rating
1. I receive regular and timely feedback on my performance.	3.47 (SA)	3.4 (SA)	3.44 (SA)
2. The feedback I receive is specific, constructive, and helpful for my improvement.	3.55 (SA)	3.36 (SA)	3.46 (SA)
3. The methods used to evaluate my performance (e.g., tests,	3.6 (SA)	3.47 (SA)	3.54 (SA)

simulations) are fair.			
4. I understand the criteria used to assess my performance and readiness.	3.55 (SA)	3.45 (SA)	3.5 (SA)
5. The evaluation process accurately identifies my strengths and areas for development.	3.53 (SA)	3.37 (SA)	3.45 (SA)
6. I receive feedback not only on what to do but also on how to improve my approach.	3.56 (SA)	3.49 (SA)	3.53 (SA)
7. I continue to receive consistent performance feedback after the initial training.	3.56 (SA)	3.36 (SA)	3.46 (SA)
8. The feedback culture here makes me feel supported in my professional growth.	3.53 (SA)	3.41 (SA)	3.47 (SA)
Overall Weighted Mean	3.54 (SA)	3.41 (SA)	3.48 (SA)

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

Table 4 presented the assessment of Feedback and Evaluation, which revealed an overall weighted mean of 3.48 (Strongly

Agree), the lowest among the four onboarding dimensions. Management respondents rated this dimension at 3.54, while rank-and-file employees rated it at 3.41, with the latter group exhibiting the most variability in their responses. This 0.13-point gap, combined with the lowest overall rating, indicated that feedback systems represented the weakest component of current onboarding programs, with frontline employees experiencing less consistency and quality in feedback than management perceived.

The highest-rated indicator was "The methods used to evaluate my performance (e.g., tests, simulations) are fair," achieving an overall weighted mean of 3.54 (Strongly Agree). Management rated this at 3.60, while rank-and-file employees rated it at 3.47. This was followed by "I receive feedback not only on what to do but also on how to improve my approach" at 3.53 (management: 3.56, rank-file: 3.49) and "I understand the criteria used to assess my performance and readiness" at 3.50 (management: 3.55, rank-file: 3.45). These findings suggested that respondents generally perceived assessment instruments as equitable and that feedback, when received, addressed both performance outcomes and improvement methods.

However, several indicators revealed significant concerns. "I receive regular and timely feedback on my performance" scored 3.44 overall, with rank-and-file respondents rating this at 3.40. Most critically, "I continue to receive consistent performance feedback after the initial training" scored 3.46 overall, with rank-and-file respondents rating this at 3.36—among the lowest scores across all onboarding indicators. This finding revealed a fundamental gap in the feedback continuum: while feedback during training may have been adequate, post-training performance feedback diminished significantly once employees transitioned to production, leaving new hires without the ongoing guidance necessary for continuous improvement.

This gap directly implicates Kirkpatrick's (2016) Level 3 evaluation (behavior), which assesses the transfer of learned skills to the workplace environment. Without consistent post-training feedback, new hires cannot accurately calibrate their performance against organizational expectations, potentially reinforcing incorrect practices or failing to recognize improvement opportunities. The finding aligns with Gonzales and Tan's (2024) research on the temporal dynamics of feedback, which established that optimal feedback frequency varies across onboarding phases, with weekly sessions during early production proving most effective for performance improvement. The current results suggest that BPO companies are failing to provide this critical post-training reinforcement, potentially extending ramp-up times and depressing early-stage performance.

The moderate ratings on feedback indicators may also reflect a tension between Filipino communication preferences (pakikisama, hindi direktahan) and the need for direct performance feedback, as noted by Santos and Reyes (2023). Their research demonstrated that culturally-adapted feedback approaches—beginning with strengths acknowledgment,

proceeding to improvement areas framed as collective growth opportunities, and concluding with collaborative action planning—significantly improved feedback receptivity. The current results suggest that such culturally-sensitive practices may not be consistently implemented. Furthermore, the low rating for post-training feedback continuity connects to Ramirez and Chen's (2024) work on evaluation-related anxiety, which found that growth-focused evaluation frameworks emphasizing developmental progress reduced anxiety by 55% and increased self-efficacy by 44%. These findings underscore opportunities to transform evaluation from a compliance exercise into a developmental tool that sustains onboarding benefits throughout the employment lifecycle, pointing to the urgent need for enhanced feedback systems in the proposed improved training manual.

1.1 Summary of Onboard Training Assessment

Table 5: Summary of the Assessment of the Respondents on Onboard Training in Selected BPO Companies in Quezon City

Indicators	Management	Rank & File	Overall Rating
Orientation and Company Culture	3.63 (SA)	3.47 (SA)	3.55 (SA)
Job Clarity and Job Knowledge	3.56 (SA)	3.41 (SA)	3.49 (SA)
Mentorship and Support	3.60 (SA)	3.43 (SA)	3.51 (SA)
Feedback and Evaluation	3.54 (SA)	3.41 (SA)	3.48 (SA)
Overall Weighted Mean	3.58 (SA)	3.43 (SA)	3.51 (SA)

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

Table 5 presented the summary of onboard training assessment across all four dimensions, revealing an overall weighted mean of 3.51 (Strongly Agree). This indicated that respondents perceived current onboarding practices as generally effective. However, the pattern of ratings revealed important nuances in how each dimension was evaluated. Orientation and Company Culture scored highest at 3.55, suggesting that BPO companies in Quezon City excelled at creating welcoming environments and communicating organizational values. Mentorship and Support followed at 3.51, indicating that support structures were generally adequate though variable in implementation. Job Clarity and Job Knowledge scored 3.49, revealing that while role expectations were reasonably well communicated, critical gaps existed in systems proficiency and preparedness for complex situations. Feedback and Evaluation scored lowest at 3.48, suggesting that feedback systems—particularly post-training feedback—were the least developed aspect of current onboarding programs.

Across all dimensions, rank-and-file employees consistently rated onboarding lower than managers, with an overall mean

of 3.43 compared to management's 3.58. This 0.15-point gap indicated a systematic tendency for management to perceive onboarding more favorably than frontline employees actually experienced it. While this difference was not statistically significant at the aggregate level, the consistent pattern of lower ratings from those undergoing onboarding suggested that management's view of training effectiveness may have been somewhat inflated. The gap was most pronounced in Orientation and Company Culture (0.16) and Mentorship and Support (0.17), where management held notably more positive perceptions of cultural integration and support quality than rank-and-file employees reported. The most significant gaps identified through this analysis were concentrated in three specific areas. First, systems proficiency under Job Clarity and Job Knowledge, where rank-and-file employees rated their confidence in using required systems and software at only 3.29. Second, post-training feedback continuity under Feedback and Evaluation, where rank-and-file employees rated the consistency of performance feedback after initial training at 3.36—among the lowest scores across all onboarding indicators. Third, mentorship consistency, reflected in the high standard deviation for rank-and-file responses across mentorship indicators, indicating that while some employees received excellent support, others experienced minimal guidance.

These findings indicated that current onboarding programs achieved what may be described as a "plateau of sufficiency"—they met minimum requirements but did not develop the distinctive talent capabilities necessary for competitive advantage. Organizations had successfully created welcoming environments and communicated organizational values, as evidenced by the highest rating for Orientation and Company Culture. However, they had not fully equipped employees with the systems proficiency, complex situation preparedness, and sustained feedback necessary for optimal performance. These gaps represented high-leverage opportunities for the proposed improved manual, which should prioritize enhancing technical training, ensuring feedback continuity beyond initial training, and standardizing mentorship quality across all teams and departments to transform onboarding from adequate to exceptional. tasks without unnecessary delay. within my scheduled shift. productive. complete tasks efficiently. on my assigned tasks. effectively to meet deadlines. processes that allow me to work efficiently. improves.

2. Assessment of the Respondents on Employee Productivity

2.1 Work Efficiency

Indicators	Management	Rank & File	Overall Rating
1. I am able to complete my assigned	3.44 (SA)	3.35 (SA)	3.4 (SA)
2. I can manage my workload effectively	3.48 (SA)	3.37 (SA)	3.43 (SA)
3. I use work methods that allow me to be	3.52 (SA)	3.35 (SA)	3.44 (SA)
4. I utilize available tools and resources to	3.55 (SA)	3.48 (SA)	3.52 (SA)
5. I require minimal rework or correction	3.61 (SA)	3.41 (SA)	3.51 (SA)
6. I am able to prioritize my tasks	3.6 (SA)	3.35 (SA)	3.48 (SA)
7. I have a good understanding of the	3.56 (SA)	3.32 (SA)	3.44 (SA)
8. I feel that my productivity consistently	3.63 (SA)	3.41 (SA)	3.52 (SA)
Overall Weighted Mean	3.55 (SA)	3.38 (SA)	3.46 (SA)

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

Table 6 presented the assessment of Work Efficiency, which revealed an overall weighted mean of 3.46 (Strongly Agree), indicating that respondents generally perceived themselves as capable of completing tasks efficiently. Management respondents rated this dimension at 3.55, while rank-and-file employees rated it at 3.38, showing a 0.17-point gap. This suggested that management held a more favorable view of employee efficiency than employees themselves reported experiencing, with frontline workers expressing less confidence in their ability to work efficiently than their supervisors perceived.

The highest-rated indicators were tied at 3.52: "I feel that my productivity consistently improves" and "I utilize available tools and resources to complete tasks efficiently." For productivity improvement, management rated 3.63 while rank-and-file rated 3.41, suggesting positive perceptions of growth over time despite current efficiency challenges. For tool utilization, the ratings were more closely aligned (management: 3.55, rank-file: 3.48), indicating that employees effectively leveraged available resources. This was followed by "I require minimal rework or correction on my assigned tasks" at 3.51 (management: 3.61, rank-file: 3.41), where the 0.20-point gap suggested management significantly overestimated the quality of first-time work.

The lowest-rated indicator was "I am able to complete my assigned tasks without unnecessary delay" at 3.40, with rank-and-file rating this at 3.35, indicating that employees perceived barriers to optimal task completion speed. Notably, "I have a good understanding of the processes that allow me to work efficiently" scored 3.44 overall but received only 3.32 from rank-and-file employees—one of the lowest ratings across all productivity indicators. Similarly, "I am able to prioritize my tasks effectively to meet deadlines" scored

3.48 overall but only 3.35 from rank-and-file, with management rating it substantially higher at 3.60. These gaps indicated that management significantly overestimated frontline employees' understanding of efficient processes and their prioritization capabilities—both foundational to efficiency in BPO environments where agents navigate multiple simultaneous demands.

The finding that employees feel their productivity consistently improves (3.52) aligns with Thakur and Sharma's (2023) research demonstrating that employees who perceive organizational investment in their development report stronger improvement trajectories, reflecting well on BPO companies' commitment to ongoing development. However, the moderate ratings on process understanding (3.44) and work methods (3.44) support Tanaka and Schmidt's (2023) research on cognitive load optimization, which found that efficiency challenges often stem from cognitive overload caused by poorly structured information rather than lack of effort. Their work demonstrated that structured approaches to information sequencing could improve knowledge retention by 44% and reduce mental fatigue by 37%, suggesting that current training

may not optimally structure information for cognitive efficiency.

The substantial perceptual gaps in process understanding (management: 3.56, rank-file: 3.32) and prioritization (management: 3.60, rank-file: 3.35) have significant implications. As Khan et al. (2023) identified, job satisfaction mediates the relationship between training and performance, meaning efficiency outcomes are not automatic consequences of skill acquisition but are influenced by employees' affective responses to their work environment. The moderate efficiency ratings suggest that the translation of training investments into optimal workplace efficiency is incomplete. Employees

perform adequately but not optimally, and management's overestimation of their capabilities may lead to premature performance expectations and inadequate support allocation. These findings point to the need for enhanced training on process understanding, prioritization skills, and work methods in the proposed improved manual, alongside more accurate calibration of management perceptions through regular feedback mechanisms. meets quality standards. high-quality results. thorough and complete. procedures to maintain quality. checklists to verify my work. quality on our clients and the company.

2.2 Quality of Output

Table 7: Assessment of the Respondents on Employee Productivity in Selected BPO Companies in Quezon City in terms of Quality of Output

Indicators	Management	Rank & File	Overall Rating
1. The work I produce is accurate and	3.57 (SA)	3.33 (SA)	3.45 (SA)
2. I pay close attention to detail to ensure	3.64 (SA)	3.43 (SA)	3.54 (SA)
3. I take pride in delivering work that is	3.59 (SA)	3.37 (SA)	3.48 (SA)
4. I consistently follow standard operating	3.61 (SA)	3.43 (SA)	3.52 (SA)
5. The quality of my output is regularly			
recognized as meeting or exceeding expectations.	3.55 (SA)	3.20 (A)	3.38 (SA)
6. I effectively use quality guidelines and	3.61 (SA)	3.4 (SA)	3.51 (SA)
7. I make few errors in my daily tasks.	3.53 (SA)	3.25 (A)	3.39 (SA)
8. I understand the impact of my work	3.68 (SA)	3.48 (SA)	3.58 (SA)
Overall Weighted Mean	3.60 (SA)	3.36 (SA)	3.48 (SA)

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

Table 6 presented the assessment of Work Efficiency, which revealed an overall weighted mean of 3.46 (Strongly Agree), indicating that respondents generally perceived themselves as capable of completing tasks efficiently. Management respondents rated this dimension at 3.55, while rank-and-file employees rated it at 3.38, showing a 0.17-point gap. This suggested that management held a more favorable view of employee efficiency than employees themselves reported experiencing, with frontline workers expressing less confidence in their ability to work efficiently than their supervisors perceived.

The highest-rated indicators were tied at 3.52: "I feel that my productivity consistently improves" and "I utilize available tools and resources to complete tasks efficiently." For productivity improvement, management rated 3.63 while rank-and-file rated 3.41, suggesting positive perceptions of growth over time despite current efficiency challenges. For tool utilization, the ratings were more closely aligned (management: 3.55, rank-file: 3.48), indicating that employees effectively leveraged available resources. This was followed by "I require minimal rework or correction on my assigned

tasks" at 3.51 (management: 3.61, rank-file: 3.41), where the 0.20-point gap suggested management significantly overestimated the quality of first-time work.

The lowest-rated indicator was "I am able to complete my assigned tasks without unnecessary delay" at 3.40, with rank-and-file rating this at 3.35, indicating that employees perceived barriers to optimal task completion speed. Notably, "I have a good understanding of the processes that allow me to work efficiently" scored 3.44 overall but received only 3.32 from rank-and-file employees—one of the lowest ratings across all productivity indicators. Similarly, "I am able to prioritize my tasks effectively to meet deadlines" scored

3.48 overall but only 3.35 from rank-and-file, with management rating it substantially higher at 3.60. These gaps indicated that management significantly overestimated frontline employees' understanding of efficient processes and their prioritization capabilities—both foundational to efficiency in BPO environments where agents navigate multiple simultaneous demands.

The finding that employees feel their productivity consistently

improves (3.52) aligns with Thakur and Sharma's (2023) research demonstrating that employees who perceive organizational investment in their development report stronger improvement trajectories, reflecting well on BPO companies' commitment to ongoing development. However, the moderate ratings on process understanding (3.44) and work methods (3.44) support Tanaka and Schmidt's (2023) research on cognitive load optimization, which found that efficiency challenges often stem from cognitive overload caused by poorly structured information rather than lack of effort. Their work demonstrated that structured approaches to information sequencing could improve knowledge retention by 44% and reduce mental fatigue by 37%, suggesting that current training may not optimally structure information for cognitive efficiency.

The substantial perceptual gaps in process understanding (management: 3.56, rank-file: 3.32) and prioritization

(management: 3.60, rank-file: 3.35) have significant implications. As Khan et al. (2023) identified, job satisfaction mediates the relationship between training and performance, meaning efficiency outcomes are not automatic consequences of skill acquisition but are influenced by employees' affective responses to their work environment. The moderate efficiency ratings suggest that the translation of training investments into optimal workplace efficiency is incomplete. Employees perform adequately but not optimally, and management's overestimation of their capabilities may lead to premature performance expectations and inadequate support allocation. These findings point to the need for enhanced training on process understanding, prioritization skills, and work methods in the proposed improved manual, alongside more accurate calibration of management perceptions through regular feedback mechanisms.

2.3 Timeliness

Table 8: Assessment of the Respondents on Employee Productivity in Selected BPO Companies in Quezon City in terms of Timeliness

Indicators	Management	Rank & File	Overall Rating
1. I am consistently punctual and adhere to my scheduled login/start times.	3.51 (SA)	3.53 (SA)	3.52(SA)
2. I complete my tasks within the allocated time frames or deadlines.	3.51 (SA)	3.49 (SA)	3.5 (SA)
3. I am responsive to requests and communications from my team and supervisors.	3.61 (SA)	3.44 (SA)	3.53(SA)
4. I manage my after-call work or post-task administration efficiently.	3.39 (SA)	3.31 (SA)	3.35(SA)
5. I am effective at managing my average handle time (AHT) or equivalent metric.	3.63 (SA)	3.21 (A)	3.42(SA)
6. I rarely need to request extensions for task deadlines.	3.39 (SA)	3.33 (SA)	3.36 (SA)
7. My attendance is good, which supports team productivity.	3.65 (SA)	3.47 (SA)	3.56 (SA)
8. I am able to balance speed with quality in my work	3.52 (SA)	3.43 (SA)	3.48 (SA)
Overall Weighted Mean	3.53 (SA)	3.40 (SA)	3.46 (SA)

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

Table 8 presented the assessment of Timeliness, which revealed an overall weighted mean of 3.46 (Strongly Agree), indicating that respondents generally perceived themselves as meeting time-based performance expectations. Management respondents rated this dimension at 3.53, while rank-and-file employees rated it at 3.40, a 0.13-point gap suggesting that management held a more favorable view of timeliness performance than employees actually experienced. This dimension showed the narrowest gap between groups among the productivity dimensions, indicating relatively closer alignment in perceptions of time-related metrics.

The highest-rated indicator was "My attendance is good, which supports team productivity," achieving an overall weighted mean of 3.56 (Strongly Agree). Management rated this at 3.65 while rank-and-file rated it at 3.47, indicating that respondents recognized the collective impact of individual attendance behaviors. This strong rating suggested that basic workplace reliability was not a significant concern, with employees showing up consistently to provide a foundation for team productivity. This was followed by "I am responsive to requests and communications from my team and supervisors" at 3.53 (management: 3.61, rank-file: 3.44) and "I am consistently punctual and adhere to my scheduled

login/start times" at 3.52 (management: 3.51, rank-file: 3.53)—one of the few indicators where rank-and-file self-assessment exceeded management perception, suggesting punctuality was an area of employee confidence.

However, several indicators revealed significant concerns. The lowest-rated indicator was "I manage my after-call work or post-task administration efficiently" at 3.35, with rank-and-file rating this at 3.31 and management at

3.39. This finding has direct implications for Average Handle Time (AHT)—a critical BPO productivity metric that includes both customer interaction time and post-call administrative work. The moderate self-assessment suggested that training programs may have inadequately addressed the complete workflow cycle, focusing on customer interaction skills while underemphasizing the administrative closure activities that contribute significantly to overall handle time. This was followed by "I rarely need to request extensions for task deadlines" at 3.36 (management: 3.39, rank-file: 3.33), indicating that deadline extensions were not uncommon.

Most notably, "I am effective at managing my average handle time (AHT) or equivalent metric" revealed the largest perceptual gap in the Timeliness dimension, with management rating this at 3.63 (Strongly Agree) and rank-and-file rating it at 3.21 (Agree)—a 0.42-point disparity, the largest single-indicator gap across all productivity dimensions. This substantial gap indicated that while management believed agents were effectively managing handle time, frontline employees expressed only moderate confidence in this critical performance metric. Given that AHT directly influences operational capacity, staffing requirements, and client satisfaction, this perceptual gap has significant implications. Employees who lack confidence in their handle time management may experience anxiety that further impairs their performance, creating a self-reinforcing cycle of under-confidence and suboptimal efficiency.

The finding that after-call work efficiency received the lowest rating (3.35) aligns with Singh and Dubey's (2015) research identifying workload management as a significant source of role stress in BPO environments. Their work demonstrated that role ambiguity and emotional exhaustion act as significant barriers to productivity, often negating the benefits gained from training initiatives. The moderate ratings on timeliness indicators may reflect not only skill deficits but also the psychological pressure of managing multiple performance expectations simultaneously. Employees who lack confidence in meeting handle time targets may experience heightened stress, which in turn impairs their actual performance. The specific gap in after-call work efficiency suggests an opportunity for targeted training enhancement, consistent with Mitchell and Zhang's (2023) research demonstrating that agents who received detailed training on post-call workflows and efficient documentation practices reduced their after-call work time by 28%. These findings underscore the need for the proposed improved manual to include specific modules addressing post-task administration efficiency, ensuring that training covers the complete workflow rather than focusing exclusively on customer interaction skills.

a. Work Engagement

Table 9: Assessment of the Respondents on Employee Productivity in Selected BPO Companies in Quezon City in terms of Work Engagement

Indicators	Management	Rank & File	Overall Rating
I am enthusiastic about my job and feel motivated to give my best effort.	3.52 (SA)	3.41 (SA)	47 (SA)
2. I often lose track of time because I am so absorbed in my work.	3.47 (SA)	3.16 (A)	32 (SA)
3. I feel a strong sense of personal accomplishment from my work.	3.48 (SA)	3.37 (SA)	43 (SA)
4. I am willing to put in extra effort to help my team and the company succeed.	3.63 (SA)	3.4 (SA)	52 (SA)
5. I would recommend this company as a great place to work.	3.69 (SA)	3.24 (A)	47 (SA)
6. I feel energized and mentally resilient while performing my duties.	3.57 (SA)	3.33 (SA)	44 (SA)
7. I am committed to contributing to the company's goals.	3.63 (SA)	3.33 (SA)	48 (SA)
8. I feel positively connected to my work and my colleagues.	3.64 (SA)	3.37 (SA)	3.51 (SA)
Overall Weighted Mean	3.58 (SA)	3.33 (SA)	3.45 (SA)

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

Table 9 presented the assessment of Work Engagement, which revealed an overall weighted mean of 3.45 (Strongly Agree), the lowest among the four productivity dimensions. This indicated that psychological engagement with work was the weakest aspect of employee productivity. Management respondents rated this dimension at 3.58, while rank-and-file employees rated it at 3.33, a 0.25-point gap representing the second-largest perceptual disparity across productivity dimensions. This substantial gap suggested that management significantly overestimated the depth of employee engagement, perceiving a more psychologically connected workforce than frontline employees actually experienced.

The highest-rated indicator from the overall perspective was "I am willing to put in extra effort to help my team and the company succeed," achieving an overall mean of 3.52 (Strongly Agree). Management rated this at 3.63 while rank-and-file rated it at 3.40, suggesting that despite moderate engagement levels, employees maintained some willingness to go beyond

minimum requirements. This was followed by "I feel positively connected to my work and my colleagues" at 3.51 (management: 3.64, rank-file: 3.37), indicating that relational connections were relatively stronger than other engagement dimensions—reflecting the collectivist cultural values of "pakikisama" that characterize Philippine workplace relationships. "I am committed to contributing to the company's goals" scored 3.48 (management: 3.63, rank-file: 3.33), showing another significant perceptual gap.

The most striking finding was indicator 5, "I would recommend this company as a great place to work," which management rated at 3.69 (Strongly Agree) while rank-and-file respondents rated at only 3.24 (Agree)—a 0.45-point gap, the largest single-indicator disparity across all productivity dimensions. This finding is particularly concerning because employee willingness to recommend their employer (the "eNPS" metric) is a widely validated predictor of retention and organizational commitment. Research consistently demonstrates that employees who would recommend their employer are significantly less likely to leave and more likely to exert discretionary effort. The substantial gap indicated that while management believed the organization offered a compelling employment value proposition, frontline employees experienced it differently, representing a significant risk factor for retention and engagement.

The lowest-rated indicator across both groups was "I often lose track of time because I am so absorbed in my work," which obtained an overall mean of 3.32, with rank-and-file respondents rating this at 3.16—the lowest single score across all productivity indicators and one of only three indicators to fall to Agree rather than Strongly Agree. This indicator measured the experience of "flow"—deep psychological engagement characterized by absorption, focus, and intrinsic enjoyment. The low score suggested that BPO employees performed their tasks competently but did not experience their work as intrinsically engaging or fulfilling. They completed required activities but did not become psychologically immersed in them. This was followed by "I feel a strong sense of personal accomplishment from my work" at 3.43 (management: 3.48, rank-file: 3.37) and "I feel energized and mentally resilient while performing my duties" at 3.45 (management: 3.57, rank-file: 3.33).

The finding that work engagement scored lowest among productivity dimensions is particularly significant given that engagement has been identified as both an outcome of effective training and a predictor of retention. Albrecht et al. (2023) demonstrated that practices promoting sustainability and well-being enhanced productivity through the mediating effects of work engagement and psychological resources like hope and resilience, with engaged employees showing 37% higher task performance and 41% lower turnover intentions. The absence of flow experiences (3.32) and moderate ratings on energy and resilience (3.45) align with Singh and Dubey's (2015) research on role stress, which found that 42% of BPO agents reported moderate to high levels of burnout symptoms. The moderate enthusiasm rating (3.47) further supports Williams and Castillo's (2024) findings that employees who understand how

their work contributes to broader goals show 56% higher engagement levels.

The substantial perceptual gaps on engagement indicators, particularly on recommendation willingness and absorption in work, indicate that management lacks accurate visibility into frontline employees' subjective work experiences. Employees perform adequately but derive little intrinsic satisfaction from their roles—a condition that erodes retention and discretionary effort over time. Organizations that fail to recognize and address this engagement deficit risk losing employees not because of inadequate compensation or poor working conditions, but because work fails to provide meaning, flow, and positive connection. These findings underscore the urgent need for the proposed improved manual to integrate well-being principles, psychological capital development, and meaningful connections between individual tasks and organizational purpose into onboarding and post-training support systems.

2.5. Summary of Employee Productivity Assessment

Table 10: Summary of the Assessment of the Respondents on Employee Productivity in Selected BPO Companies in Quezon City

Indicators	Management	Rank & File	Overall Rating
Work Efficiency	3.55 (SA)	3.38 (SA)	3.46 (SA)
Quality of Output	3.60 (SA)	3.36 (SA)	3.48 (SA)
Timeliness	3.53 (SA)	3.40 (SA)	3.46 (SA)
Work Engagement	3.58 (SA)	3.33 (SA)	3.45 (SA)
Overall Weighted Mean	3.56 (SA)	3.37 (SA)	3.47 (SA)

Legend: 4.0-3.26 Strongly Agree (SA), 3.25-2.51 Agree (A), 2.50-1.76 Disagree (D), 1.75-1.0 Strongly Disagree (SD)

Table 10 presented the summary of employee productivity assessment across all four dimensions, revealing an overall weighted mean of 3.47 (Strongly Agree). Quality of Output scored highest at 3.48, reflecting strong employee awareness of quality importance and pride in their work. This strength suggested that BPO companies had successfully communicated the importance of service quality and cultivated a workforce that understood and valued excellence. Timeliness and Work Efficiency both scored 3.46, indicating moderate confidence in meeting time-based performance expectations, with specific challenges in after-call work efficiency and average handle time management suggesting that training programs may have inadequately addressed the complete workflow cycle. Work Engagement scored lowest at 3.45, revealing systematic weaknesses in psychological engagement, particularly the experience of absorption in work and willingness to recommend the organization to others.

Across all dimensions, rank-and-file employees consistently rated their productivity substantially lower than managers, with an overall mean of 3.37 compared to management's 3.56.

This 0.19-point gap indicated a pervasive perceptual disconnect where management significantly overestimated employee productivity across all areas. The pattern was striking: for every productivity dimension, management ratings exceeded rank-and-file ratings by margins ranging from 0.17 to 0.25 points. Quality of Output showed the largest gap (0.24 points), followed by Work Engagement (0.25 points), while Timeliness showed the smallest gap (0.13 points). This consistent divergence suggested not random variation but systematic overestimation—management perceived a more productive, engaged, and capable workforce than employees actually reported experiencing.

The finding that Work Engagement scored lowest (3.45) is particularly significant because engagement has been identified as both an outcome of effective onboarding and a predictor of retention. The low engagement scores suggested that current onboarding practices successfully transferred declarative knowledge but failed to generate the affective commitment and intrinsic motivation characteristic of highly engaged employees. The substantial gaps in Quality of Output and Work Engagement—dimensions most directly linked to employee self-evaluation and subjective work experiences—indicated that management lacked accurate visibility into frontline employees' confidence levels and psychological connection to their work.

This perceptual gap has profound implications for performance

calibration, resource allocation, and training investment decisions. When management overestimates employee capabilities, several problematic outcomes may follow: performance expectations may be set unrealistically high, leading to employee stress and demoralization; support resources may be allocated away from areas where employees actually need assistance; training investments may be directed toward areas management perceives as weak rather than areas employees actually struggle with; and early identification of at-risk employees may be delayed until performance problems become severe. These findings underscore the need for organizations to develop more accurate mechanisms for understanding frontline employee experiences, such as regular calibration sessions where employees and supervisors jointly review performance against standards, comparing self-assessments with supervisor ratings. The proposed improved manual should incorporate such calibration processes as standard practice, ensuring that performance discussions are grounded in shared understanding rather than divergent perceptions, and that training investments target the actual gaps identified by frontline employees rather than management assumptions.

3. Test of Significant Difference on the Assessment of the Respondents on Onboard Training

Table 11: Test of Significant Difference on the Assessment of the Respondents on Onboard Training

Variables	df	Statistic	p	Decision	Interpretation
Orientation and Company Culture	148	1.671	0.19	Accept Ho	Not Significant
Job Clarity and Job Knowledge	148	1.482	0.31	Accept Ho	Not Significant
Mentorship and Support	148	1.783	0.15	Accept Ho	Not Significant
Feedback and Evaluation	148	1.203	0.27	Accept Ho	Not Significant
Overall	148	1.535	0.23	Accept Ho	Not Significant

Legend: $p < 0.05$ Reject H_0 ; $p > 0.05$ Accept H_0

As presented in Table 11, the statistical analysis revealed that for all four onboarding dimensions, the p-values exceeded the 0.05 significance threshold. For Orientation and Company Culture, the p-value was 0.195; for Job Clarity and Job Knowledge, 0.308; for Mentorship and Support, 0.147; and for Feedback and Evaluation, 0.272. All values were substantially above the 0.05 criterion for statistical significance. Therefore, the null hypothesis (H_{01}) was accepted: there was no statistically significant difference between the assessment of management and rank-and-file respondents regarding onboard training in selected BPO companies in Quezon City.

This finding was particularly meaningful given the consistent pattern observed in the descriptive statistics, where management respondents provided higher mean scores across all dimensions. Orientation and Company Culture showed a 0.16-point difference between groups; Job Clarity and Job Knowledge showed a 0.15-point difference; Mentorship and Support showed a 0.17-point difference; and Feedback and Evaluation showed a 0.13-point difference. Despite these

consistent directional differences, the statistical tests confirmed that these observed differences were not sufficiently large to be considered systematic or meaningful given the sample variability. In essence, both organizational levels shared a statistically common assessment of onboarding effectiveness.

The non-significant findings suggested that management and rank-and-file employees, despite their different organizational positions and perspectives, evaluated onboarding practices similarly when considered at the aggregate dimension level. This alignment may have reflected shared exposure to the same training programs and organizational processes. Unlike productivity outcomes, which employees experienced individually and management observed from a distance, onboarding experiences were more directly observable and evaluable by both groups. Management participated in designing and delivering training; employees participated as recipients. Both groups had direct experience with the training content, methods, and duration, potentially explaining the greater perceptual alignment.

However, the consistent pattern of lower ratings from rank-and-file employees, while not statistically significant, remained practically meaningful. The 0.13 to 0.17-point gaps across dimensions, though not reaching statistical significance, indicated that frontline employees consistently experienced onboarding less positively than management perceived. In organizational contexts, even small perceptual gaps can accumulate over time and across multiple employees to affect overall satisfaction, engagement, and retention.

Organizations should not dismiss these consistent differences simply because they did not reach statistical significance in this sample.

Furthermore, examination of individual indicators revealed several statistically significant differences that warranted attention. Table 12 presents the summary of significant differences at the indicator level, demonstrating that while aggregate dimensions showed alignment, specific critical indicators revealed meaningful perceptual gaps.

Table 12: Summary of Significant Differences on Onboard Training Indicators

Variables Indicators	Statistic	p	Decision
1. The orientation program provides a clear understanding of the company's mission, vision, and core values.	2.553	0.012	Reject Ho
3. The orientation makes me feel Orientation and Company Culture	1.996	0.048	Reject Ho
6. Orientation activities help me feel a welcomed and valued as a member of the organization.	2.399	0.018	Reject Ho
7. The company's policies (e.g., dress	2.220	0.028	Reject Ho
2. I feel proficient in using the specific systems and software required for my Job Clarity and Job role.	2.434	0.016	Reject Ho
5. I know who to approach or where to go Knowledge	2.563	0.011	Reject Ho
7. I see clearly how my role contributes to	2.254	0.026	Reject Ho
1. I have access to a mentor or buddy	2.405	0.017	Reject Ho
3. I receive adequate support from my Mentorship and Support team members in my daily work.	2.153	0.033	Reject Ho
4. The mentorship I receive helps me	2.473	0.015	Reject Ho
8. I receive encouragement and constructive advice that helps me	2.367	0.019	Reject Ho

The pattern of findings was highly informative. While the aggregate analysis suggested perceptual alignment, the concentration of significant differences on specific, strategically critical indicators revealed meaningful disconnects between management assumptions and employee experiences. Orientation and Company Culture.

Management significantly overestimated the clarity of mission, vision, and values communication ($p = 0.012$); the feeling of welcome and value created by orientation ($p = 0.048$); the sense of belonging fostered by orientation activities ($p = 0.018$); and the clarity of company policies ($p = 0.028$). These gaps indicated that while management believed orientation effectively communicated organizational identity and created affective commitment, employees experienced these elements less positively. The welcome that management believed was warmly received was, from the employee perspective, less impactful than intended.

Job Clarity and Job Knowledge. Management significantly overestimated systems and software proficiency ($p = 0.016$)—

the largest gap in this dimension and a critical finding given the direct impact of systems proficiency on productivity metrics. Management also overestimated employee knowledge of help-seeking pathways ($p = 0.011$) and understanding of role contribution to organizational goals ($p = 0.026$). These gaps suggested that management held an inflated view of new hires' operational readiness. The systems proficiency gap was particularly concerning because it directly affected employees' ability to perform their core functions efficiently. When management overestimates systems proficiency, they may deploy new hires to production before they are truly ready, leading to performance anxiety, errors, and extended ramp-up times.

Mentorship and Support. Management significantly overestimated access to mentorship ($p = 0.017$), adequacy of team support ($p = 0.033$), confidence-building through mentorship ($p = 0.015$), and receipt of encouragement and constructive advice ($p = 0.019$). These gaps indicated that while management believed mentorship structures were in place and effective, frontline employees

experienced these supports as less accessible and less impactful. The variability in mentorship experiences suggested that some employees benefited from excellent mentors while others received minimal support. Management, perhaps observing the exceptional cases, may have generalized those positive experiences to the entire workforce. Feedback and Evaluation. No statistically significant differences were observed at the indicator level. The absence of significant gaps, combined with the relatively low mean scores from both groups, suggested that both management and rank-and-file employees shared a similarly moderate assessment of feedback adequacy. This consensus on

weakness provided a foundation for intervention. Unlike other dimensions where management held inflated views, both groups agreed that feedback systems were the weakest component of current onboarding. This shared recognition meant that improvement efforts in this area would likely receive support from both organizational levels.

4. Test of Significant Difference on the Assessment of the Respondents on Employee Productivity

Table 13: Test of Significant Difference on the Assessment of the Respondents on Employee Productivity

Variables	Statistic	p	Decision	Interpretation
Work Efficiency	1.719	0.167	Accept Ho	Not Significant
Quality of Output	2.450	0.025	Reject Ho	Significant
Timeliness	1.351	0.452	Accept Ho	Not Significant
Work Engagement	2.496	0.088	Accept Ho	Not Significant
Overall	2.004	0.183	Accept Ho	Not Significant

Legend: $p < 0.05$ Reject H_0 ; $p > 0.05$ Accept H_0

As shown in Table 13, the analysis revealed that for three of the four productivity dimensions, the p-values exceeded the 0.05 significance threshold. Work Efficiency yielded a p-value of 0.167; Timeliness, 0.452; and Work Engagement, 0.088. However, for Quality of Output, the p-value of 0.025 fell below the 0.05 threshold, leading to rejection of the null hypothesis for this specific dimension. This confirmed a statistically significant difference in how management and rank-and-file respondents assessed the quality of work output.

The overall productivity assessment yielded a p-value of 0.183, exceeding the 0.05 threshold. Therefore, the null hypothesis (H_{02}) was accepted: there was no statistically significant difference between the two groups' overall assessment of employee productivity. However, the significant finding for Quality of Output warranted careful attention, as it represented the dimension where perceptual divergence was most pronounced.

The significant difference on Quality of Output aligned with the descriptive statistics, which showed the largest gap between management (3.60) and rank-and-file (3.36) on this dimension. This finding suggested that quality performance was the area where management's view most diverged from employee experience. Several factors may have contributed to this gap. Management typically evaluated quality through aggregated metrics and periodic quality assurance reviews, which may have presented an artificially positive picture by sampling best performances or averaging out individual struggles. Employees, by contrast, experienced their own errors, corrections, and quality challenges directly, leading to more modest self-assessments.

The near-significant p-value for Work Engagement (0.088), while above the conventional threshold, suggested a trend toward perceptual divergence that might reach significance in

a larger sample or with more sensitive measures. Given that Work Engagement showed the second-largest gap between groups (management 3.58, rank-and-file 3.33), and that multiple individual engagement indicators showed significant differences (as shown in Table 14), the practical importance of this gap should not be dismissed despite the non-significant dimension-level result.

The non-significant findings for Work Efficiency ($p = 0.167$) and Timeliness ($p = 0.452$) suggested greater perceptual alignment on these more observable, metrics-driven dimensions. Efficiency and timeliness were measured through objective indicators like handle time, adherence, and completion rates, which were visible to both employees and supervisors. The greater alignment on these dimensions suggested that when performance was objectively measurable, perceptual gaps narrowed. This finding had important implications: the widest perceptual gaps occurred on dimensions that were more subjective and less frequently measured—quality as experienced versus quality as reviewed, and engagement as felt versus engagement as observed.

Examination of individual productivity indicators revealed a more complex pattern than the dimension-level analysis suggested. Table 14 presents the summary of significant differences at the indicator level.

Table 14: Summary of Significant Differences on Employee Productivity Indicators

Variables	Indicators	Statistic	p	Decision
Work Efficiency	5.I require minimal rework or correction on my assigned tasks.	2.151	0.033	RejectHo
	6.I am able to prioritize my tasks effectively to meet deadlines.	2.500	0.014	RejectHo
	7.I have a good understanding of the processes that allow me to work efficiently.	2.415	0.017	RejectHo
	8.I feel that my productivity consistently improves.	2.300	0.023	RejectHo
	1.The work I produce is accurate and meets quality standards.	2.503	0.013	RejectHo
Quality of Output	2.I pay close attention to detail to ensure high-quality results.	2.256	0.026	RejectHo
	3.I take pride in delivering work that is thorough and complete.	2.254	0.026	RejectHo
	4.I consistently follow standard operating procedures to maintain quality.	2.004	0.047	RejectHo
	7. My attendance is good, which supports team productivity.	1.974	0.050	RejectHo
	2. I often lose track of time because I am so absorbed in my work.	2.679	0.008	RejectHo
Timeliness	4. I am willing to put in extra effort to help my team and the company succeed.	2.399	0.018	RejectHo
	6. I feel energized and mentally resilient while performing my duties.	2.456	0.015	RejectHo
	7. I am committed to contributing to the company's goals.	2.968	0.003	RejectHo
	8. I feel positively connected to my work and my colleagues.	2.968	0.003	RejectHo
		2.787	0.006	RejectHo

statistically aligned at the dimension level for three of four dimensions, 17 of 32 individual indicators (53.1%) revealed significant perceptual gaps.

Management provided significantly

Work Efficiency. Significant gaps were found on minimal rework requirement ($p = 0.033$), effective task prioritization ($p = 0.014$), understanding of efficient processes ($p = 0.017$), and perceived productivity improvement ($p = 0.023$).

Management significantly overestimated employees' efficiency capabilities and their confidence in these capabilities. The gap on process understanding was particularly significant because it suggested that employees lacked confidence in their knowledge of efficient workflows—a foundational requirement for productivity.

Quality of Output. Significant gaps were found on seven of eight indicators: work accuracy and quality standards ($p = 0.013$), attention to detail ($p = 0.026$), pride in thorough work ($p = 0.026$), SOP adherence ($p = 0.047$), effective use of quality guidelines ($p = 0.047$), few errors in daily tasks ($p = 0.013$), and understanding of quality impact ($p = 0.026$). The pervasiveness of significant differences across this dimension—combined with the overall dimension-level significance—revealed a fundamental perceptual divide regarding quality performance. Management consistently and substantially overestimated the quality of work output relative to employees' self-assessments. Employees perceived themselves as making more errors and producing less accurate work than management believed.

Timeliness. A significant gap was found on attendance supporting team productivity ($p = 0.050$), indicating that management overestimated the consistency of attendance or its perceived impact. This finding suggested that even on highly observable dimensions like attendance, perceptual gaps existed.

Work Engagement. Significant gaps were found on five of eight indicators: absorption in work or flow ($p = 0.008$), willingness to exert extra effort ($p = 0.015$), energy and mental resilience ($p = 0.003$), commitment to company goals ($p = 0.006$), and positive connection to work and colleagues ($p = 0.006$). These significant gaps indicated that management substantially overestimated the depth of employee engagement. The particularly strong significance on energy and resilience ($p = 0.003$) and commitment ($p = 0.006$) suggested that management fundamentally misperceived employees' emotional connection to their work.

The concentration of significant gaps in Quality of Output and Work Engagement—dimensions most directly linked to employee affective states and self-evaluation—suggested that management lacked accurate visibility into frontline employees' subjective work experiences. Singh and Dubey's (2015) research on role stress in BPO environments demonstrated that psychological states such as emotional exhaustion and depersonalization were often invisible to management until they manifested in observable performance decrements or turnover. The current findings suggested a similar dynamic: employees experienced performance challenges and engagement deficits that management did not perceive.

This perceptual divide had profound implications. When management does not accurately perceive employee challenges and needs, they cannot effectively address them. Resources may be misallocated, support may be inadequate, and interventions may target the wrong problems. The significant gaps identified in this analysis suggested that organizations must develop more accurate mechanisms for understanding frontline employee experiences. Regular pulse surveys, focus groups, and calibration discussions could help bridge this perceptual divide, ensuring that management decisions are grounded in accurate understanding rather than optimistic assumptions.

5. Test of Significant Relationship Between Onboard Training and Employee Productivity

Table 15: Test of Significant Relationship Between Onboard Training and Employee Productivity

VARIABLE	Pearson r	Interpretation	R ²	p	Decision	Interpretation
Onboard Training vs Employee Productivity	0.0642	Very Weak Correlation	0.004122	0.879955	Accept	Not Significant

Legend: $p < 0.05$ Reject Ho; $p > 0.05$ Accept Ho

As presented in Table 15, the results of the Pearson

correlation analysis conducted to determine the relationship between onboard training assessments and employee productivity assessments when comparing management and rank-and-file groups. The analysis yielded a Pearson correlation coefficient of 0.0642, which fell within the range interpreted as a "very weak correlation" (0.00 to 0.19). The coefficient of determination (R^2) of 0.0041 indicated that only 0.41% of the variance in one variable could be explained by the other.

The p-value of 0.880 far exceeded the 0.05 significance level, leading to the acceptance of the null hypothesis. This result indicated that no significant relationship existed between the assessments of the two groups when comparing their overall training and productivity ratings. In practical terms, this finding meant that management's assessment of onboard training did not correlate with rank-and-file employees' assessment of productivity, and vice versa.

This finding required careful interpretation within the context of the study's design. The correlation analysis compared group-level assessments rather than individual-level responses, examining whether the pattern of ratings between groups showed alignment. The very weak and non-significant correlation suggested that the two groups' assessment patterns operated independently—management's training ratings did not predict rank-and-file's productivity ratings, and the relationship between training and productivity at the group level was not systematic.

Several factors might have contributed to this finding. First, the restricted range of ratings (both groups rated all dimensions in the "Strongly Agree" category, between 3.33 and 3.63) limited the potential for correlation to emerge, as statistical range restriction attenuated correlation coefficients. Second, the complex, mediated nature of the training-productivity relationship documented in the literature suggested that direct correlations might be difficult to detect without accounting for mediating variables. As Khan et al. (2023) demonstrated, job satisfaction mediated the relationship between training and performance, suggesting that the training-productivity link operated through psychological mechanisms not captured in direct group comparisons.

Third, the research of Singh and Dubey (2015) on role stress and burnout introduced moderating variables that could suppress direct training-productivity correlations. Their work demonstrated that even well-trained employees might not achieve expected productivity levels when experiencing high role stress or emotional exhaustion. The current study's productivity assessments might have reflected these contextual influences rather than solely training effects.

Cross-referencing with the meta-analytic findings of Aguinis and Kraiger (2009), the non-significant correlation in this study did not contradict the established training-productivity relationship but rather highlighted the complexity of measuring this relationship through group-level perceptual data. Their work emphasized that training benefits manifested at multiple levels (individual, team, organizational) and

through multiple mechanisms, suggesting that simple bivariate correlations might underestimate the true relationship.

The finding also aligned with the theoretical framework integrating Kirkpatrick's Four-Level Model, Human Capital Theory, and Organizational Socialization Theory. Kirkpatrick's model posited that training effectiveness cascaded through reaction, learning, behavior, and results levels—a process that introduced multiple intervening variables between training delivery and ultimate productivity outcomes. The non-significant correlation in this study might have reflected the incomplete capture of these intervening levels in the measurement approach.

6. Formulated Improved Training Manual Based on the Findings of the Study

The sixth problem sought to develop an improved training manual based on the findings of the study. The qualitative data gathered from the open-ended question in Part III of the questionnaire, combined with the quantitative findings, provided the foundation for this development

Table 16: Summary of Qualitative Recommendations from Respondents

Theme	Frequency	Representative Quotes
Enhanced Mentorship and Support	18	"Pair new employees with a mentor for the first few weeks upon hire. Schedule regular check-ins to answer questions and address challenges early."
More Practical, Hands-on Training	15	"Make more hands-on activities and life-like account scenarios." "More roleplays and call listening." "More nesting calls."
Improved Feedback Systems	12	"Give more feedback." "Additional KPI coaching." "Add QA coaching."
Clearer Expectations and Goals	8	"Clear expectations and goals during onboarding training." "Create a clear roadmap of training modules."
Shorter or More Efficient Training	6	"Shorter training modules." "Update materials to ensure proper onboarding."
Communication and Updates	5	"Conduct regular workflow meetings with MOM sent via email. Keep a centralized, accessible updates sheet. Send consistent MTD and weekly production reports."

Recognition and Well-being Focus	4	"Prioritize employees' compensation and mental health." "Reasonable yearly increase and incentives."
Feedback During Training	3	"To have more observation during facilitation so that I know the areas that I can improve."

Table 16 presented a thematic analysis of the qualitative recommendations provided by respondents. A total of 71 recommendations were analyzed, with the most frequent themes relating to enhanced mentorship and support (18 mentions), more practical hands-on training (15 mentions), and improved feedback systems (12 mentions). These themes aligned closely with the quantitative findings, which identified Mentorship and Support (3.51) and Feedback and Evaluation (3.48) as areas with the lowest ratings among onboarding dimensions.

The recommendation for enhanced mentorship and support reflected the finding that while mentorship access existed (3.48), the systemic effectiveness of support structures received lower ratings (3.42). Respondents specifically requested structured check-ins and consistent guidance throughout the early employment period, supporting the research of Roberts and Patterson (2023) on tiered mentorship programs. The request for "pair new employees with a mentor for the first few weeks upon hire" directly addressed the gap between initial training and full integration identified in the support chronology research of Singh and Washington (2023).

The call for more practical, hands-on training aligned with the finding that employees felt less prepared to handle complex situations (3.42) and less proficient in systems usage (3.42) compared to other aspects of job knowledge. The specific requests for "life-like account scenarios," "more roleplays," and "more nesting calls" echoed the recommendations of Bennett and Cruz (2022) on scaffolded learning, which emphasized the importance of progressive exposure to realistic challenges. These recommendations also supported the findings of Gonzalez and Richardson (2024) on procedural fluency, which demonstrated that deliberate practice with realistic scenarios significantly enhanced automaticity and performance.

The focus on improved feedback systems directly addressed the lowest-rated onboarding dimension (Feedback and Evaluation, 3.48). The requests for "more feedback," "KPI coaching," and "QA coaching" reflected the need identified in the quantitative data for more specific, constructive feedback (3.46) and continued feedback after initial training (3.46). These recommendations aligned with the research of Davis and Murray (2023) on performance feedback clarity, which demonstrated that specific, timely, actionable feedback significantly improved performance trajectories.

The less frequent but still significant themes of clearer expectations, shorter training modules, better communication, recognition and well-being, and observation during training provided additional guidance for manual development. These

recommendations reflected the diverse needs of employees across different roles and teams, supporting the need for flexible, adaptable training frameworks rather than rigid, one-size-fits-all approaches.

Integration of Findings

The synthesis of quantitative findings revealed a coherent picture of onboard training and productivity in selected BPO companies in Quezon City. The quantitative data demonstrated that both training and productivity were positively evaluated (3.51 and 3.46 overall, respectively), with all dimensions rated in the "Strongly Agree" category. However, the pattern of ratings revealed specific areas of relative strength and opportunities for improvement. Orientation and Company Culture emerged as the strongest training dimension (3.55), indicating that BPO companies successfully created welcoming environments and transmitted organizational values. This strength aligned with the cultural values of the Filipino workforce, particularly the emphasis on belonging and smooth interpersonal relationships ("pakikisama") identified in the research of Santos and Reyes (2023). The high rating for feeling welcomed and valued (3.68) suggested that companies effectively leveraged these cultural strengths during onboarding.

Feedback and Evaluation emerged as the lowest-rated training dimension (3.48), with particular challenges in feedback specificity and post-training consistency. This finding aligned with the qualitative recommendations requesting more frequent and constructive feedback, and supported the research of Ramirez and Chen (2024) on evaluation-related anxiety, which documented that feedback quality significantly impacted newcomer psychological safety and performance.

On the productivity side, Quality of Output received the highest overall rating (3.48) while Work Engagement received the lowest (3.45). The gap between quality understanding (3.58) and quality recognition (3.38) revealed a critical tension: employees understood quality standards and their importance but perceived insufficient acknowledgment of their quality contributions. This finding aligned with the research of Magno and O'Donnell (2023) on quality recognition systems, which demonstrated that systematic acknowledgment significantly enhanced both quality consistency and employee motivation.

The significant difference between groups in Quality of Output assessments ($p = 0.025$) reinforced the importance of this dimension, indicating that management and frontline employees held systematically different perceptions of quality performance. This gap suggested that managers might overestimate the quality confidence of frontline staff or underestimate the challenges they faced in maintaining quality standards under pressure.

The non-significant differences in most other comparisons indicated that, despite mean rating gaps, management and rank-and-file employees fundamentally shared similar perceptions of training effectiveness and productivity. This

alignment suggested that communication channels and feedback mechanisms functioned adequately, supporting the research of Otoo, Mishra, and Eshun (2018) on the importance of post-training support in sustaining training benefits.

The very weak and non-significant correlation between group-level training and productivity assessments ($r = 0.0642$, $p = 0.880$) highlighted the complexity of the training-productivity relationship. This finding did not contradict the established positive relationship documented in the literature but rather reflected the mediated nature of this relationship, the restricted range of ratings, and the influence of contextual factors such as role stress, work environment, and organizational culture identified in the theoretical framework.

The qualitative recommendations provided actionable guidance for developing an improved training manual, with enhanced mentorship, practical hands-on training, and improved feedback systems emerging as priority areas. These recommendations directly addressed the quantitative findings and reflected the specific needs of employees in the Philippine BPO context.

Proposed Enhance Strategic Performance Plan: An Evidence-Based Guide for BPO Companies in Quezon City

i. Introduction

This manual was developed based on empirical research conducted with 150 employees from major BPO companies in Quezon City. The manual addressed the specific gaps identified in the study: feedback and evaluation systems requiring strengthening, mentorship structures needing enhancement, practical hands-on training requiring expansion, and quality

recognition mechanisms requiring systematic implementation. The manual integrated findings from the literature review, particularly the research on tiered mentorship (Roberts & Patterson, 2023), culturalized feedback frameworks (Santos & Reyes, 2023), scaffolded learning (Bennett & Cruz, 2022), and quality recognition systems (Magno & O'Donnell, 2023).

ii. Core Principles

The manual was guided by five core principles derived from the study's theoretical framework:

- 1. Integration of Kirkpatrick's Four Levels:** Training effectiveness must be evaluated at reaction, learning, behavior, and results levels, with feedback loops connecting each level.
- 2. Human Capital Investment:** Training represents a strategic investment in valuable organizational assets, not merely an operational expense.
- 3. Organizational Socialization:** New employees require systematic support in acquiring social knowledge and cultural values to become effective organizational members.
- 4. Cultural Responsiveness:** Training approaches must leverage Filipino cultural values (pakikisama,

malasakit, bayanihan) while maintaining global performance standards.

- 5. Continuous Improvement:** Training programs must evolve based on assessment data, feedback from participants, and changing organizational needs.

iii. Training Structure and Timeline Phase 1: Pre-Onboarding (Days -7 to 0)

- Welcome communication with pre-reading materials
- System access setup and verification
- Mentor assignment notification
- Pre-training self-assessment

Phase 2: Formal Training (Days 1-15)

- Orientation and cultural immersion
- Foundational knowledge and systems training
- Structured feedback sessions every 3 days
- Progressive skill-building with scaffolded content

Phase 3: Application and Practice (Days 16-30)

- Guided call listening and observation
- Role-playing with increasing complexity
- Peer mentoring sessions
- Daily feedback and coaching

Phase 4: Nesting and Integration (Days 31-60)

- Graduated live call handling with support
- Structured check-ins (weekly)
- Performance coaching and KPI familiarization
- Quality calibration sessions

Phase 5: Continuous Development (Days 61-90)

- Independent performance with monitoring
- Career pathway discussions
- Advanced skill development
- Peer mentoring opportunities

iv. Enhanced Feedback and Evaluation System

Based on the finding that Feedback and Evaluation received the lowest training rating (3.48), the following enhanced feedback system was developed:

A. Feedback Framework

Feedback Type	Frequency	Provider	Focus
Immediate Feedback	Daily	Trainer/Mentor	Specific skill application
Formative Feedback	Every 3 days	Trainer	Progress against learning objectives
Summative Feedback	End of each phase	Trainer/QA	Phase completion readiness
Peer Feedback	Weekly	Peer mentor	al tips and social support

Self-Assessment	Weekly	Employee	Reflection and goal setting
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B. Feedback Quality Standards

Feedback should follow the SPECIFIC framework:

- Specific: Address 0.25 particular behaviors, not general impressions
- Positive-Negative-Positive: Sandwich structure for cultural appropriateness
- Examples: Include concrete examples from observed performance
- Future-focused: Include actionable improvement suggestions
- Immediate: Deliver within 24 hours of observed performance
- Collaborative: Develop action plans jointly with the employee

C. Evaluation Tools

1. **Daily Performance Tracker:** Document specific observations, both positive and developmental
2. **Phase Completion Assessment:** Comprehensive evaluation against phase objectives
3. **Skill Proficiency Matrix:** Visual representation of skill development across competencies
4. **Feedback Log:** Centralized record of all feedback sessions for continuity

v. Tiered Mentorship Program

Based on the finding that Mentorship and Support required strengthening (3.51 overall, with systemic effectiveness rated lowest at 3.42), the following tiered mentorship program was developed:

A. Mentorship Structure

Mentor Type	Selection Criteria	Responsibilities	Ratio
Near-Peer Mentor (Experienced Agent)	6+ months tenure, above-average performance, strong communication skills	Daily guidance, practical tips, integration, first-level support	1:3
Expert Mentor (Team Leader/Trainer)	Leadership experience, training certification, strong coaching skills	Technical guidance, performance coaching, career discussions, escalation support	1:6

Program Coordinator (HR/Training)	Background, training expertise	Program oversight, mentor training, issue resolution, quality assurance	1:30
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B. Mentorship Phases

Phase	Primary Mentor	Focus Areas	Interaction Frequency
Weeks 1-2	Near-Peer + Expert	On, basic protocols, social integration	Daily (near-peer), Weekly (expert)
Weeks 3-6	Near-Peer	Complex scenarios, exception handling, confidence building	3x weekly
Weeks 7-12	Expert	Peer conversations, advanced skill development, goal setting	Weekly
Ongoing	Self-directed with mentor access	Continuous development, peer mentoring	Monthly check-ins

C. Mentor Training Program

All mentors must complete a standardized training program covering:

- Coaching fundamentals and communication skills
- Feedback delivery (SPECIFIC framework)
- Cultural sensitivity and Filipino workplace values
- Performance documentation and tracking
- Escalation procedures and boundaries
- Self-care and boundary management

vi. Practical, Hands-On Training Enhancement

Based on the finding that employees felt less prepared for complex situations (3.42) and less proficient in systems usage (3.42), the following practical training enhancements were developed:

A. Scaffolded Learning Approach

Stage	Activity	Complexity	Support Level
1	System navigation exercises	Low	Full guidance
2	Call listening with guided analysis	Low-Medium	Structured templates
3	Role-playing with scripts	Medium	Peer/mentor observation
4	Role-playing with live scenarios	Medium-High	Real-time coaching
5	Simulated calls with system interaction	High	Delayed feedback
6	Live calls with shadow support	Very High	Mentor available

B. Simulation Lab Requirements

- Recorded calls representing common scenarios (80% of volume)
- Recorded calls representing complex situations (20% of volume)
- Live role-play sessions with trained facilitators
- System simulation environment mirroring production
- Performance recording and playback for self-assessment
- Peer observation and feedback protocols

C. Proficiency Milestones

Milestone	Criteria	Timeline	Assessment Method
Basic Proficiency	Handle simple calls with script	Day 15	Skills checklist
Intermediate Proficiency	Handle common scenarios independently, use resources effectively	Day 30	Role-play assessment
Advanced Proficiency	Handle complex situations, demonstrate problem-solving	Day 60	Simulated call assessment
Production Readiness	Meet quality standards, manage time effectively	Day 75	Comprehensive evaluation

vii. Quality Recognition System

Based on the finding that quality recognition was the lowest-rated productivity indicator (3.38), with rank-and-file employees rating it at 3.20 (Agree), the following recognition system was developed:

A. Recognition Types and Frequency

Recognition	Frequency	Recognition Level	Examples
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Type			
Day-to-Day Recognition	Daily	Peer/Supervisor	Verbal acknowledgment, team chat shout-outs
Weekly Recognition	Weekly	Team	"Star Performer" in team meeting, small incentives
Monthly Recognition	Monthly	Department	Recognition board, certificate, small award
Phase Completion Recognition	End of each phase	Program	Completion certificate, progress celebration
Quarterly Awards	Quarterly	Organization	Formal award, prize, leadership recognition

B. Recognition Criteria

Recognition should be based on specific, observable behaviors:

- Quality excellence: Consistently meeting or exceeding quality standards
- Improvement trajectory: Significant progress in performance metrics
- Peer support: Helping teammates and contributing to team success
- Innovation: Suggesting process improvements or creative solutions
- Resilience: Maintaining performance during challenging periods
- Cultural contribution: Exemplifying company values

C. Recognition Communication

- Public acknowledgment:** Share achievements in team meetings, newsletters, or digital platforms
- Specific praise:** Connect recognition to specific behaviors and their impact

- c. **Peer nomination:** Allow team members to nominate colleagues for recognition
- d. **Leadership visibility:** Ensure senior leaders participate in recognition events
- e. **Connection to career:** Discuss how recognized behaviors support career progression

viii. Implementation Guidelines

A. Roles and Responsibilities

Role	Responsibilities
Training Manager	Program oversight, quality assurance, facilitator development
Trainers	Content delivery, skill assessment, feedback provision
Team Leaders	Mentor coordination, performance monitoring, recognition
Mentors	Daily guidance, social integration, first-level support
Quality Analysts	Calibration sessions, quality feedback, improvement recommendations
HR Business Partners	Program coordination, employee support, issue resolution

B. Quality Assurance Mechanisms

- Monthly training calibration sessions
- Mentor effectiveness surveys
- Trainee satisfaction and feedback collection
- Performance outcome tracking (30-60-90 day

x. Coaching Template

Employee Development and Feedback Log	
EMPLOYEE INFORMATION	
Field	Details
Employee Name:	
Employee ID:	
Position/Role:	
Account/LOB:	
Coach/Mentor Name:	
Phase:	Phase 2 (Formal Training) ☐ Phase 4 (Nesting) Phase 3 (Application) ☐ Phase 5(Continuous)
Week #:	
Date:	
COACHING SESSION FOCUS	

metrics)

- Quarterly program review and improvement planning

C. Success Metrics

Metric	Target	Measurement Method
Trainee satisfaction	>3.5/4.0	End-of-training survey
Phase completion rate	>90%	Training records
90-day retention	>85%	HR records
Time-to-proficiency	<75 days	Performance metrics
Quality scores at 90 days	>90%	QA monitoring
Mentorship effectiveness	>3.5/4.0	Mentor feedback survey

ix. Continuous Improvement Process

The manual should be reviewed and updated quarterly based on:

- Trainee feedback and suggestions
- Mentor observations and recommendations
- Performance outcome data
- Changing client requirements
- Industry best practices and research findings

Priority Area ☐ Systems/Software Proficiency ☐ Customer Interaction ☐ Average Handle Time (AHT) ☐ Quality Standards ☐ Communication Skills ☐ Time Management ☐ Confidence Building ☐ Other:	Check all that apply ☐ Call Handling Skills ☐ After-Call Work ☐ First-Call Resolution ☐ Compliance/Adherence ☐ Problem-Solving ☐ Prioritization ☐ Complex Situations		
SPECIFIC FEEDBACK FRAMEWORK			
1. STRENGTHS (What went well)			
Specific Behavior Observed:			
Impact of Strength:			
Reinforcement Strategy:			
2. AREAS FOR DEVELOPMENT			
Specific Behavior/Issue Observed:			
Root Cause Analysis:			
☐ Knowledge Gap	☐ Skill Application		
☐ System Navigation	☐ Confidence Issue		
☐ Other:			
Impact of Gap:			
3. ACTIONABLE IMPROVEMENT PLAN			
Action Step	Resources Needed	Target Date	Responsible
1			
2			
3			
4. COLLABORATIVE ACTION PLAN			
Employee's Self-Assessment:			
Employee's Proposed Solutions:			
Agreed Next Steps:			
5. FOLLOW-UP COMMITMENT			
Follow-Up Activity	Scheduled Date/Time	Method	
☐ Side-by-Side Coaching		☐ Live Call Observation	
☐ Call Review		☐ Recorded Call Analysis	
☐ Skills Practice		☐ Role-Play Session	
☐ Knowledge Check		☐ Quiz/Assessment	
☐ Progress Review		☐ One-on-One Meeting	
COMMITMENT SIGN-OFF			
Role	Name	Signature	Date
Employee			
Coach/Mentor			
Team Leader (if applicable)			
NEXT SESSION DATE:			

Comparison Matrix: Current BPO Training Manual VS Proposed Strategic Performance Enhancement Plan

Area	Current BPO Training Practices	Proposed Enhanced Manual	Key Improvements
Training Structure & Timeline	Compressed training (2-3 weeks); standardized "one-size-fits-all" approach; limited pre-onboarding preparation	Five-phase structured timeline (Pre-onboarding to Day 90); <u>scaffolded progression</u> ; personalized learning paths	<u>Extended timeline</u> (30 days to proficiency); systematic phase transitions; pre-onboarding preparation
Feedback Systems	Irregular feedback; primarily during training only; generic comments; delayed performance reviews	SPECIFIC Framework; daily immediate feedback; formative feedback every 3 days; summative end-of-phase; peer feedback weekly; self-assessment weekly	Structured frequency; culturally-adapted delivery; documented feedback logs; post-training continuity
Mentorship Program	Informal buddy system; inconsistent mentor quality; no mentor training; variable access	Tiered Mentorship: Near-Peer (1:3), Expert (1:6), Coordinator (1:30); phased mentorship (Weeks 1-12); standardized mentor training program	Structured ratios; clear role differentiation; mentor certification; phased support chronology
Practical Training	Knowledge-dump approach; limited simulations; minimal hands-on practice; classroom-heavy	<u>Scaffolded Learning</u> (6 stages); simulation lab with 80/20 scenario mix; proficiency milestones (Basic, Intermediate, Advanced, Production)	Progressive complexity; deliberate practice; procedural fluency development; real-time coaching
Quality Recognition	Inconsistent recognition; primarily monetary incentives; infrequent acknowledgment	Multi-level Recognition: Daily, Weekly, Monthly, Phase Completion, Quarterly Awards; behavior-based criteria; peer nomination	Systematic acknowledgment; connection to career progression; public recognition; multiple frequencies
Evaluation Tools	End-of-training exams; basic satisfaction surveys	Daily Performance Tracker; Phase Completion Assessment;	Continuous assessment; real-time gap identification
Cultural Integration		Skill Proficiency Matrix; Centralized Feedback Log	visual competency tracking
Quality Assurance	Generic orientation; limited cultural sensitivity	<u>Culturalized Frameworks</u> : <u>Pakikisama</u> , <u>Malasakit</u> , <u>Bayanihan</u> integration; culturally-adapted feedback (sandwich method)	Leverages Filipino values; improved feedback receptivity; stronger belonging
Success Metrics	Minimal monitoring; reactive adjustments	Monthly calibration sessions; mentor effectiveness surveys; trainee feedback collection; quarterly program reviews	Proactive improvement; data-driven decisions; multiple feedback loops
	Basic completion rates; immediate performance	Trainee satisfaction (>3.5/4.0); phase completion (>90%); 90-day retention (>85%); time-to-proficiency (<75 days); quality	Comprehensive measurement; long-term tracking; <u>evidence-based targets</u>
		<u>scores (>90%)</u>	

The comparison matrix presented above illustrates the significant enhancements of the proposed training manual over current BPO training practices, directly addressing the gaps identified in the study. While current practices typically employ compressed timelines, informal mentorship arrangements, irregular feedback, and inconsistent quality recognition, the proposed manual introduces a structured five-phase timeline extending to 90 days, a tiered mentorship program with clearly defined roles and ratios, a SPECIFIC

feedback framework with multiple frequency levels, and a multi-level quality recognition system. These enhancements are grounded in evidence-based research, including scaffolded learning approaches that progressively build systems proficiency, culturalized feedback frameworks that leverage Filipino values of pakikisama and malasakit, and comprehensive success metrics that track trainee satisfaction, retention, time-to-proficiency, and quality scores. The matrix demonstrates that the proposed manual transforms

onboarding from a transactional orientation into a strategic developmental process, with expected outcomes including reduced average handle time, improved first-call resolution,

enhanced quality consistency, and stronger employee engagement and retention.

Summary of Enhancements

Gap Identified	Current State	Proposed Solution	Expected Outcome
Feedback & Evaluation (3.48)	Inconsistent, post-training gaps	SPECIFIC framework; multi-frequency feedback	35% faster performance improvement (Davis & Murray, 2023)
Mentorship Consistency (3.42)	Variable quality; no structure	Tiered mentorship; mentor training	45% reduction in AHT; 32% improvement in FCR (Roberts & Patterson, 2023)
Systems Proficiency (3.42)	Low confidence; knowledge-dump	<u>Scaffolded learning</u> ; simulation lab	32% higher accuracy; 50% less overload (Bennett & Cruz, 2022)
Quality Recognition (3.20)	<u>Unacknowledged effort</u>	Multi-level recognition; peer nomination	39% increase in quality consistency (<u>Magno & O'Donnell, 2023</u>)

The proposed enhanced training manual introduces systematic improvements across all critical onboarding dimensions, transforming current fragmented practices into an integrated, evidence-based framework. Key enhancements include a structured five-phase timeline extending from pre-onboarding through 90 days of continuous development, replacing compressed and inconsistent training schedules with scaffolded progression. The feedback system is elevated through the SPECIFIC framework, ensuring daily immediate feedback, weekly peer and self-assessments, and documented feedback logs that address the critical gap in post-training continuity. Mentorship is revolutionized through a tiered program with near-peer mentors (1:3 ratio), expert mentors (1:6), and program coordinators, complete with standardized mentor training and phased support aligned to employee developmental stages. Practical training is enhanced through a six-stage scaffolded learning approach with simulation labs, proficiency milestones, and real-time coaching, directly targeting the identified gaps in systems proficiency and complex situation preparedness. Finally, a multi-level quality recognition system ensures daily, weekly, monthly, and quarterly acknowledgment tied to specific behavioral criteria, peer nomination, and career progression discussions—directly addressing the study's most critical finding that quality recognition was the lowest-rated productivity indicator at

3.20. These enhancements collectively aim to reduce time-to-proficiency to under 75 days, increase 90-day retention above 85%, and elevate quality scores beyond 90%, transforming onboarding from a routine administrative process into a strategic competitive advantage.

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presented the summary of findings, the conclusions drawn from the findings, and the recommendations based on the conclusions of the study. The scope of the following conclusions was limited to the context and data gathered from 150 respondents consisting of management and rank-and-file employees from selected Business Process Outsourcing companies in Quezon City.

Summary of Findings

The study assessed the relationship between onboard training and employee productivity in selected Business Process Outsourcing (BPO) companies in Quezon City. It was conducted with 150 respondents, comprising 75 management employees and 75 rank-and-file employees from three major BPO companies operating in Quezon City. The following were the key findings:

Assessment of Onboard Training. The respondents assessed the onboard training programs as effective, with an overall weighted mean of 3.51, which was interpreted as Strongly Agree. Among the four dimensions, Orientation and Company Culture received the highest rating of 3.55 (Strongly Agree), followed by Mentorship and Support with 3.51 (Strongly Agree), Job Clarity and Job Knowledge with 3.49 (Strongly Agree), and Feedback and Evaluation with 3.48 (Strongly Agree). Management respondents consistently rated all dimensions higher with an overall mean of 3.58 compared to rank-and-file employees who rated the training programs at 3.43.

Assessment of Employee Productivity. The respondents assessed their productivity positively, with an overall weighted mean of 3.46, which was interpreted as Strongly Agree. Among the four dimensions, Quality of Output received the highest rating of 3.48 (Strongly Agree), followed by Work Efficiency and Timeliness, both with 3.46 (Strongly Agree), and Work Engagement with 3.45 (Strongly Agree). Management respondents rated all dimensions higher with an overall mean of 3.56 compared to rank-and-file employees who rated their productivity at 3.37. Notably, rank-and-file employees rated the indicator "The quality of my output is regularly recognized as meeting or exceeding expectations" at 3.20, which fell under the Agree category and was the only indicator that did not reach the Strongly Agree threshold.

Differences in Onboard Training Assessment. No significant differences were found between the assessments of management and rank-and-file employees across all four onboarding dimensions, as all p-values exceeded the 0.05 level of significance. The overall p-value of 0.230 indicated that both groups shared fundamentally similar perceptions of the training programs, leading to the acceptance of the null hypothesis.

Differences in Employee Productivity Assessment. A significant difference was found only in the Quality of Output dimension, with a p-value of 0.025, where management rated themselves higher than rank-and-file employees. No significant differences were found for Work Efficiency ($p = 0.167$), Timeliness ($p = 0.452$), or Work Engagement ($p = 0.088$). The overall p-value of 0.183 indicated no significant difference in overall productivity perceptions between the two groups, leading to the acceptance of the null hypothesis for overall productivity.

Relationship Between Onboard Training and Employee Productivity. A very weak and non-significant correlation was found between the assessments of the two groups, with a Pearson r value of 0.0642 and a p-value of 0.880. This result indicated that management's training ratings did not systematically relate to rank-and-file's productivity ratings, leading to the acceptance of the null hypothesis.

Qualitative Recommendations. The respondents provided 71 recommendations for improving onboard training and productivity. The most frequent themes included enhanced mentorship and support with 18 mentions, more practical hands-on training with 15 mentions, improved feedback systems with 12 mentions, and clearer expectations and goals with 8 mentions. These recommendations directly addressed the lower-rated dimensions identified in the quantitative findings.

Conclusions

Based on the findings of the study, the following conclusions were drawn:

Effectiveness of Onboard Training Programs. Onboard training programs in selected BPO companies in Quezon City

were found to be effective in integrating new employees, particularly in communicating organizational culture and creating a welcoming environment. This was evidenced by the highest rating received by Orientation and Company Culture among the four training dimensions. However, feedback and evaluation systems required strengthening, as this dimension received the lowest ratings from both management and rank-and-file employees. The consistently higher ratings provided by management across all dimensions suggested that those who designed and delivered the training might have overestimated its effectiveness from the frontline perspective, highlighting the importance of incorporating trainee feedback into program evaluation and continuous improvement efforts.

Employee Productivity Levels. Employees in selected BPO companies in Quezon City demonstrated strong productivity, particularly in understanding quality standards and recognizing the impact of their work on organizational outcomes. This was reflected in the high rating received for quality understanding. However, work engagement emerged as an area of concern, specifically regarding the experience of work absorption, described as "losing track of time," and the willingness of employees to recommend the company as an employer. The significant gap identified between quality understanding and quality recognition indicated that while employees internalized quality standards and their importance, their contributions were not being adequately acknowledged by the organization. This recognition deficit represented a missed opportunity for reinforcing positive behaviors and strengthening employee commitment.

Perceptual Alignment in Training. Management and rank-and-file employees shared fundamentally similar perceptions of onboard training, as evidenced by the non-significant differences found across all four training dimensions. This alignment indicated that communication about training effectiveness was consistent across organizational levels and suggested that feedback mechanisms between frontline employees and management functioned adequately. The finding further implied that management maintained accurate awareness of frontline training experiences, which contradicted the common assumption that leaders might be disconnected from the realities faced by rank-and-file staff during the onboarding process.

Perceptual Differences in Quality of Output. Management and rank-and-file employees held significantly different perceptions regarding quality of output, with frontline staff rating themselves lower than their managerial counterparts. This perceptual gap suggested that rank-and-file employees experienced greater challenges or self-doubt regarding their quality performance than managers recognized. The finding indicated that frontline staff might have struggled with confidence in their quality capabilities or faced unacknowledged pressures in maintaining quality standards. This gap likely contributed to the recognition deficit identified in the productivity assessment, as employees who doubted their own quality might not have felt deserving of recognition, while managers who overestimated frontline quality

confidence might not have recognized the need for acknowledgment and support.

Complexity of the Training-Productivity Relationship. The relationship between onboard training and employee productivity was found to be complex and indirect, which was consistent with the theoretical framework integrating Kirkpatrick's Four-Level Model, Human Capital Theory, and Organizational Socialization Theory. The non-significant direct correlation between training and productivity assessments did not negate the importance of training but rather reflected the multiple mediating variables through which training influenced productivity outcomes. These mediating variables, including job satisfaction, employee adaptation, and psychological safety, as identified in the literature, operated between the training experience and ultimate productivity performance, making direct correlations difficult to detect without accounting for these intervening factors.

Need for an Improved Training Manual. The development of an improved training manual was warranted based on the comprehensive findings of the study. Priority areas for the manual were clearly identified through both the quantitative ratings and the qualitative recommendations provided by respondents. The manual needed to address the specific gaps in feedback systems, which received the lowest training ratings; mentorship structures, which showed variability in effectiveness; practical hands-on training, which respondents consistently requested; and quality recognition mechanisms, which demonstrated the largest deficit in employee perceptions. These priority areas directly corresponded to the lower-rated dimensions in the quantitative findings and the most frequent themes in the qualitative recommendations, ensuring that the proposed manual would target the most critical areas for improvement.

Recommendations

Based on the conclusions drawn from the findings, the following recommendations were formulated:

For BPO Companies. It was recommended that BPO companies enhance their feedback and evaluation systems by strengthening feedback mechanisms through the implementation of structured feedback protocols that ensured specificity, timeliness, and developmental focus. Training should be provided to supervisors and team leaders on delivering constructive feedback that balanced cultural preferences for relational harmony with the need for clear performance guidance. Post-training feedback continuity should be ensured through scheduled coaching sessions and documented development plans that tracked employee progress over time.

Companies were also advised to strengthen mentorship and support structures by implementing tiered mentorship programs that combined near-peer mentors, who were experienced agents, with expert mentors, such as team leaders or trainers. Structured check-in schedules should be established, with increasing intervals as employees progressed through their first 90 days of employment. Mentorship

training should be provided to all mentors to ensure consistency in guidance quality across different teams and departments.

It was further recommended that companies increase practical, hands-on training components by incorporating more realistic scenarios, role-playing exercises, and simulated call experiences that accurately mirrored actual account conditions. Nesting periods should be extended or enhanced with guided practice and immediate feedback to reinforce learning. System proficiency training should include more opportunities for hands-on practice with the actual software platforms used in production environments.

Companies should also improve quality recognition mechanisms by establishing systematic quality recognition programs that acknowledged

employees' contributions to quality standards. Recognition should be timely, specific, and connected to tangible outcomes that employees could clearly understand and appreciate. Peer recognition components should be incorporated to leverage the collectivist cultural values of the Filipino workforce, and quality achievements should be celebrated publicly while being connected to career progression discussions.

Finally, it was recommended that companies address work engagement challenges by implementing engagement-focused interventions, including psychological capital development programs that built hope, efficacy, resilience, and optimism among employees. Supervisors should be trained in engagement-focused leadership behaviors, including active listening, regular feedback provision, and empowerment practices. Work-life balance initiatives should be strengthened to support sustained engagement and prevent burnout in the high-pressure BPO environment.

For Human Resource Practitioners. It was recommended that they develop standardized onboarding frameworks by creating comprehensive onboarding manuals that standardized core content while allowing for account-specific customization. These frameworks should include detailed facilitator guides, participant materials, and assessment tools to ensure consistency across different training cohorts and delivery locations.

Practitioners were also advised to implement continuous assessment mechanisms by embedding evaluation systems throughout the onboarding process. These systems should utilize knowledge checks, skill demonstrations, and performance assessments that provided real-time feedback to both learners and facilitators. Data gathered from these assessments should inform continuous improvement of training content and delivery methods.

It was further recommended that practitioners create career pathway communications by developing clear career progression frameworks that were communicated during onboarding. These frameworks would help employees understand how their initial training connected to long-term growth opportunities within the organization. This connection

would directly address the lower ratings for clarity of company commitment that were identified in the study.

Practitioners should also establish formal mentor selection and training programs by developing structured processes for selecting and training mentors. These programs should ensure that those providing guidance possessed both the technical competence and interpersonal skills necessary for effective mentorship. Mentor performance should be evaluated regularly and recognized as an integral part of leadership development pathways within the organization.

For the Researcher, it was recommended that the improved training manual developed from this study be presented to the participating BPO companies for potential implementation. The researcher should actively seek opportunities to present the findings and recommendations to the management teams of Teleperformance, AFNI, and TTEC, as these organizations served as the research settings and would benefit most directly from the study's outcomes.

It was further recommended that the researcher pursue publication of the study in academic journals or industry publications focused on human resource development and BPO management. Disseminating the findings through appropriate channels would contribute to the broader body of knowledge on onboarding practices in the Philippine BPO sector and potentially influence industry standards and practices beyond the participating organizations.

The researcher was also advised to develop training modules based on the improved manual that could be delivered as pilot programs in select departments or teams. Implementing these pilot programs would allow for the refinement of the manual based on actual implementation experiences and would provide opportunities to gather additional data on the effectiveness of the proposed interventions. Feedback from these pilot implementations should be used to further enhance the manual before broader organizational rollout.

Additionally, it was recommended that the researcher establish mechanisms for ongoing collaboration with the participating companies to monitor the long-term impact of any implemented recommendations. This collaboration would enable the researcher to gather longitudinal data on how the proposed improvements influenced training effectiveness and productivity outcomes over extended periods, contributing to the sustainability and continuous improvement of the developed manual.

For future researchers, it was recommended that they conduct longitudinal studies that tracked cohorts of new employees over extended periods of 12 to 24 months. Such studies would enable researchers to examine how onboarding effects evolved over time and how early training experiences predicted long-term retention and career progression. Longitudinal designs would effectively capture the dynamic nature of the training-productivity relationship.

Researchers were also advised to include objective performance data in future studies by supplementing self-reported perceptions with objective performance metrics

obtained from company records. These metrics should include average handle time, first-call resolution, customer satisfaction scores, and quality monitoring results. This multi-method approach would provide a more comprehensive understanding of the training-productivity relationship and address the inherent limitations of self-report data.

It was further recommended that researchers explore mediating variables by investigating the psychological mechanisms through which training influenced productivity. These mechanisms included job satisfaction, organizational commitment, psychological safety, and work engagement. Structural equation modeling could be employed to test the mediated pathways suggested by the theoretical framework of the study.

Researchers should also expand their studies to multiple locations by conducting comparative research across different BPO hubs in the Philippines, including Makati, Bonifacio Global City, Cebu, and Davao. Such studies would examine whether regional variations in training practices and productivity outcomes existed. Cross-cultural comparisons with BPO operations in other countries, such as India, Malaysia, and Brazil, would identify culturally-specific factors that influenced training effectiveness across different national contexts.

Finally, it was recommended that researchers conduct experimental or quasi-experimental studies to evaluate the effectiveness of specific training interventions through controlled designs. These studies should compare outcomes between groups receiving enhanced training components, such as tiered mentorship, enhanced feedback, or practical simulations, and those receiving standard training. Such rigorous designs would provide causal evidence to guide training investment decisions and establish evidence-based best practices for the BPO industry.

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SURVEY QUESTIONNAIRE

To the Respondents,

I am conducting a study on **“Onboard Training and Productivity of Employees in Selected Business Process Outsourcing Companies in Quezon City Basis for Improved Manual”**, as part of my research for my Doctor of Philosophy in Engineering Management (PHD-EnM) degree.

Your participation is essential to this study. Please take a few minutes to complete the following questionnaire. For the results to be valid, it is important that you answer every question. Thank you for your valuable time and contribution.

Rest assured that your answer will be treated with utmost confidentiality and shall be used for the sole purpose of study.

Thank you!

The Researcher

Instructions

Please read each statement carefully and indicate your level of agreement by choosing the number that best represents your opinion using the scale below:

1 – Strongly Disagree | 2 – Disagree | 3 – Agree | 4 – Strongly Agree Answer honestly — there are no right or wrong answers. Responses are confidential and will be used only for research purposes.

Name (Optional): _____

Respondent Level

☐

Managent (Team Leader, Supervisor, Manager)

Rank and File (CSR/TSR)	4	3	2	1
Part I — Onboarding Training ORIENTATION AND COMPANY CULTURE	SA	A	D	SD

1. The orientation program provides a clear understanding of the company's mission, vision, and core values.

2. I clearly understand the behavioral norms and expectations within our company culture.

3. The orientation makes me feel welcomed and valued as a member of the organization.

4. I know the key people and teams I work with.

5. The company's commitment to its employees is clear.

6. Orientation activities help me feel a sense of belonging to the company.

7. The company's policies (e.g., dress code, ethics) are clear to me.

8. I believe the company culture supports my success and well-being.

JOB CLARITY AND JOB KNOWLEDGE	4	3	2	1
	SA	A	D	SD

1. My job responsibilities and duties are clear to me.

2. I feel proficient in using the specific systems and software required for my role.

3. The training provides me with the necessary knowledge to perform my tasks correctly.

4. I clearly understand how my performance is measured (e.g., KPIs, metrics).

5. I know who to approach or where to go when I need help with a task.

6. I feel prepared to handle common and complex situations I encounter in my role.

7. I see clearly how my role contributes to the team and company goals.

8. The training content is relevant and directly applicable to my daily work.

MENTORSHIP AND SUPPORT	4	3	2	1
	SA	A	D	SD

1. I have access to a mentor or buddy who provides guidance.

2. My mentor/supervisor is readily available to answer my questions and address my concerns.

3. I receive adequate support from my team members in my daily work.

4. The mentorship I receive helps me build confidence in performing my job.

5. I feel comfortable seeking help from my mentor, supervisor, or peers.

6. Regular check-ins are conducted to support my adjustment and growth.

7. The support system (mentors, team leads, HR) is effective.

8. I receive encouragement and constructive advice that helps me improve.

FEEDBACK AND EVALUATION	4	3	2	1
	SA	A	D	SD

1. I receive regular and timely feedback on my performance.

2. The feedback I receive is specific, constructive, and helpful for my improvement.

3. The methods used to evaluate my performance (e.g., tests, simulations) are fair.				
4. I understand the criteria used to assess my performance and readiness.				
5. The evaluation process accurately identifies my strengths and areas for development.				
6. I receive feedback not only on what to do but also on how to improve my approach.				
7. I continue to receive consistent performance feedback after the initial training.				
8. The feedback culture here makes me feel supported in my professional growth.				

Part II—Productivity

WORK EFFICIENCY	4	3	2	1
	SA	A	D	SD
1. I am able to complete my assigned tasks without unnecessary delay.				
2. I can manage my workload effectively within my scheduled shift.				
3. I use work methods that allow me to be productive.				
4. I utilize available tools and resources to complete tasks efficiently.				
5. I require minimal rework or correction on my assigned tasks.				
6. I am able to prioritize my tasks effectively to meet deadlines.				
7. I have a good understanding of the processes that allow me to work efficiently.				
8. I feel that my productivity consistently improves.				

QUALITY OF OUTPUT	4SA	3A	2D	1SD
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1. The work I produce is accurate and meets quality standards.
2. I pay close attention to detail to ensure high-quality results.
3. I take pride in delivering work that is thorough and complete.
4. I consistently follow standard operating procedures to maintain quality.
5. The quality of my output is regularly recognized as meeting or exceeding expectations.
6. I effectively use quality guidelines and checklists to verify my work.
7. I make few errors in my daily tasks.
8. I understand the impact of my work quality on our clients and the company.

TIMELINESS**4SA****3A****2D****1SD**

1. I am consistently punctual and adhere to my scheduled login/start times.
2. I complete my tasks within the allocated time frames or deadlines.
3. I am responsive to requests and communications from my team and supervisors.
4. I manage my after-call work or post-task administration efficiently.
5. I am effective at managing my average handle time (AHT) or equivalent metric.
6. I rarely need to request extensions for task deadlines.

7. My attendance is good, which supports team productivity.				
8. I am able to balance speed with quality in my work.				
WORK ENGAGEMENT	4 SA	3 A	2 D	1 SD
1. I am enthusiastic about my job and feel motivated to give my best effort.				
2. I often lose track of time because I am so absorbed in my work.				
3. I feel a strong sense of personal accomplishment from my work.				
4. I am willing to put in extra effort to help my team and the company succeed.				
5. I would recommend this company as a great place to work.				
6. I feel energized and mentally resilient while performing my duties.				
7. I am committed to contributing to the company's goals.				
8. I feel positively connected to my work and my colleagues.				

PART III. RECOMMENDATIONS

What recommendations would you suggest to improve the onboarding training program and productivity in your company?

Thank you for your participation!