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Workplace Optimism, Self-Efficacy, and Job Performance in a Call Center in Bacolod City

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Abstract:

This study examined the levels of workplace optimism, self-efficacy, and job performance among call center employees in Bacolod City, Philippines, and explored their differences across socio-demographic variables as well as the relationships among these constructs. Using a descriptive-comparative and correlational research design, data were gathered from 238 randomly selected employees through validated questionnaires on workplace optimism and self-efficacy, while job performance data were obtained from company records. Descriptive statistics revealed a very high level of workplace optimism (M = 3.27, SD = 0.54) and self-efficacy (M = 3.39, SD = 0.56), but a low level of job performance (M = 2.40, SD = 0.60). No significant differences were found across age, sex, civil status, educational attainment, or length of service ($p > 0.05$). Correlation analysis showed a strong positive relationship between workplace optimism and self-efficacy ($\rho = 0.799$, $p = 0.001$), a weak but significant positive relationship between self-efficacy and job performance ($\rho = 0.136$, $p = 0.036$), and a weak, non-significant relationship between workplace optimism and job performance ($\rho = 0.107$, $p = 0.101$). These findings suggest that while optimism and self-efficacy are closely linked, their translation into higher job performance may depend on additional organizational and operational factors. The results highlight the need for integrated interventions that address both psychological resources and performance conditions in the BPO sector.

Keywords: workplace optimism, self-efficacy, job performance, call center employees, BPO sector, psychological capital, Bacolod City

Introduction:

The call center industry remains a crucial pillar of the global service economy, characterized by rapid growth, high workforce demand, and intense operational pressures. In the Philippines, the Business Process Outsourcing (BPO) sector—anchored primarily by contact centers—employs more than 1.3 million Filipinos and contributes significantly to GDP and foreign exchange earnings (IT-BPM, 2021). Despite its economic promise, this sector faces longstanding issues related to high employee turnover, occupational stress, and deteriorating employee well-being (Candelario et al., 2024; Malapascua et al., 2020). These conditions compel a deeper inquiry into the psychological and organizational factors that influence employee performance, resilience, and retention in such high-pressure environments.

One such psychological resource is workplace optimism, defined as the generalized expectation that good things will happen at work and that one's efforts will lead to positive outcomes (Kluemper et al., 2009). This concept, while adjacent to broader dispositional optimism, is context-specific and sensitive to organizational culture, leadership, and structural conditions (Craig et al., 2022). Research suggests that workplace optimism is positively associated with job satisfaction, engagement, and organizational commitment, and negatively associated with burnout and turnover intentions (Devika & Anjali, 2018; Zhang et al., 2021). However, these outcomes are not uniformly distributed across work settings, with call centers posing unique stressors—such as performance quotas, repetitive tasks, and irregular schedules—that may either reinforce or suppress optimistic orientations (Candelario et al., 2024).

Yet optimism alone is insufficient. Employees must also possess the self-efficacy to act on their optimistic beliefs. Grounded in Bandura's (1986) Social Cognitive Theory, self-efficacy refers to one's belief in their capacity to organize and execute actions required to manage prospective situations. In workplace contexts, high self-efficacy predicts proactive behavior, adaptive coping, and sustained effort in the face of obstacles (Maddux & Kleiman, 2016). Particularly in dynamic, customer-facing industries like call centers, self-efficacy enables employees to navigate

complex customer interactions, master technological systems, and adjust to shifting organizational targets (Rossiandy & Indradewa, 2023; Kim & Lee, 2024).

Moreover, job performance, often conceptualized as the effectiveness with which job incumbents execute assigned duties, remains the ultimate organizational concern (Agada, 2024). It encompasses both task performance—efficiency, productivity, resolution—and contextual performance, such as teamwork and customer satisfaction (Alqarni et al., 2023). In the context of call centers, performance is often narrowly measured through KPIs like average handle time, resolution rates, and customer feedback, which, while valuable, may overlook psychosocial contributors like optimism and self-efficacy that undergird these metrics (Cavazotte et al., 2018; Noor et al., 2023).

Despite a rich body of research exploring workplace optimism, self-efficacy, and job performance as isolated constructs, there remains limited understanding of how these variables interact, particularly within the Philippine call center context. Existing studies often investigate them in education, healthcare, or Western corporate environments, overlooking the cultural and structural specificities of outsourced service industries in developing economies (Puyod & Charoensukmongkol, 2019; Syropyatov & Arenkov, 2023). These gaps in the literature warrant empirical investigation, especially given the unique labor dynamics, stress profiles, and generational diversity of the Philippine BPO workforce.

Notably, the COVID-19 pandemic and subsequent digital transitions have added new complexities to the psychological experiences of call center agents. Remote and hybrid work setups, increased digital surveillance, and emotional labor in virtual environments have altered how optimism and efficacy manifest in day-to-day operations (Nielsen, 2022; Chun et al., 2022). Some employees may develop resilience and adaptability, while others experience decreased autonomy or detachment—further complicating the link between psychological resources and performance.

In response to these realities, scholars have called for a more contextualized understanding of psychological capital—of which optimism and self-efficacy are core elements—and its role in performance outcomes (Alessandri et al., 2018). Rather than assuming linear relationships, there is a need to examine how demographic variables such as age, gender, educational attainment, civil status, and tenure mediate or moderate these dynamics (Remm et al., 2021; Gajdová, 2024). For instance, younger employees may possess higher optimism but lower self-efficacy due to limited mastery experiences, while older workers may have confidence yet lack enthusiasm due to burnout or stagnation (Scheibe et al., 2022; Fasbender et al., 2021).

In organizational practice, the integration of workplace optimism and self-efficacy into human resource development strategies remains limited. Most interventions target behavioral compliance or skill training without addressing the belief systems and motivational frameworks that underpin performance. Recognizing and enhancing these psychological capacities can offer a cost-effective means of boosting engagement and reducing attrition—challenges that continue to plague the BPO sector (Hidayah Ibrahim et al., 2019). By investigating how optimism and self-efficacy interact with job performance, especially under varying demographic conditions, organizations can design more nuanced employee development and retention programs.

Therefore, this study aims to assess the levels of workplace optimism, self-efficacy, and job performance among call center employees in Bacolod City. It also explores differences across socio-demographic variables and examines the relationships among the three constructs. By providing empirical evidence from an understudied workforce, this study seeks to contribute to a more grounded, nuanced understanding of how psychological resources shape job performance in fast-paced, high-stakes service environments. Ultimately, the findings aim to inform talent management, workplace well-being initiatives, and performance improvement strategies in the local and global BPO industry.

Methodology:

This study employed a descriptive-comparative and correlational research design to examine the levels of workplace optimism, self-efficacy, and job performance of call center employees in Bacolod City, as well as to determine significant differences across demographic variables and the relationships among the three constructs. The descriptive-comparative approach was used to compare the variables across groups defined by age, gender, educational attainment, civil status, and tenure, while the correlational aspect explored the direction and strength of

relationships among workplace optimism, self-efficacy, and job performance (Creswell & Creswell, 2017). This design is appropriate for capturing a snapshot of the current psychological and performance profiles of employees and for identifying patterns that may inform organizational interventions.

The research was conducted in a large business process outsourcing (BPO) company operating in Bacolod City, Philippines. Known as the "City of Smiles," Bacolod is one of the country's fastest-growing IT-BPO hubs outside Metro Manila, hosting several multinational call center companies. The chosen organization caters primarily to offshore clients, with operations involving voice and non-voice customer service, technical support, and sales accounts. The site's workforce composition reflects the broader Philippine BPO sector—predominantly young, college-educated, and working in shifts to match global time zones (IT-BPM, 2021).

The respondents of this study were active employees of a call center in Bacolod City. The total population comprised 610 employees. Using the Raosoft sample size calculator with a 5% margin of error, 95% confidence level, and an assumed response distribution of 50%, the computed minimum sample size was 238. This number was deemed adequate to ensure statistical reliability while remaining feasible for data collection.

The study employed a simple random sampling technique, wherein every member of the population had an equal probability of being selected. This method minimizes selection bias and provides a more accurate estimation of population parameters (Ajithakumari, 2024). The list of employees was obtained from the company's human resources department, and the sample was drawn using a random number generator in a spreadsheet to assign and select participants.

The survey questionnaire used in this study was adapted and modified from existing instruments and previous research to fit the context of the call center environment. For the measurement of workplace optimism, items were adapted and modified from Frost (2021). For self-efficacy, the items were adapted and modified from Stajkovic and Luthans (1998). These modifications were intended to ensure that the instrument would yield relevant and meaningful data on employees' workplace optimism and self-efficacy.

Respondents completed three separate instruments: one measuring workplace optimism, another measuring self-efficacy, and a set of job performance ratings obtained as secondary data from company records. The survey questionnaire consisted of two main parts. Part I gathered information on the respondents' demographic profile, which included age, sex, civil status, educational attainment, and years of experience. Part II contained a total of 46 questions related to the study variables, of which 29 items assessed workplace optimism and 16 items measured self-efficacy. The four aspects of job performance were drawn from the company's performance evaluation records rather than self-reported measures.

Responses for workplace optimism and self-efficacy were rated using a four-point Likert scale, where 4 corresponded to "Strongly Agree," 3 to "Agree," 2 to "Disagree," and 1 to "Strongly Disagree." Job performance ratings followed a parallel interpretation, with 4 indicating "Highly Satisfactory," 3 as "Satisfactory," 2 as "Unsatisfactory," and 1 as "Highly Unsatisfactory." This scaling allowed for consistency in interpreting both primary and secondary data across the study variables.

The adapted and updated research instrument underwent rigorous validation to ensure its content validity. The Content Validity Ratio (CVR) method proposed by Lawshe (1975) was applied to evaluate the item-level validity of the questionnaire. A panel of 13 subject-matter experts examined each item for substance, clarity, and relevance in assessing the targeted constructs. Each item was rated as essential, useful but not essential, or not essential. Based on the experts' evaluations, the 29 items measuring workplace optimism achieved a CVR index of 0.901, while the 16 items for self-efficacy attained a CVR index of 0.958. The overall Content Validity Index (CVI) for the instrument was 0.904. Following Lawshe's guidelines, a CVR value equal to or greater than 0.600 was considered the minimum threshold for item acceptance. Since all items exceeded this benchmark, the instrument was confirmed to possess strong content validity.

The reliability of the instrument was assessed through a pilot test involving 30 respondents from another BPO organization not included in the main study. Cronbach's alpha was used to determine internal consistency reliability, with an alpha coefficient of 0.700 or higher set as the acceptable standard (Tavakol & Dennick, 2011). The results showed a Cronbach's alpha of 0.973 for workplace optimism, 0.888 for self-efficacy, and an overall reliability index

of 0.969. These high coefficients indicate excellent internal consistency, suggesting that the items within each scale were highly correlated and accurately measured the intended constructs.

Data collection was conducted in coordination with the company's HR department. After securing permission from management, employees were invited to participate via an internal email announcement containing the study's objectives, inclusion criteria, and assurances of confidentiality. Informed consent was obtained before distribution of questionnaires, which were administered during employees' free periods to avoid disrupting operations. Job performance data were extracted from official HR records for the preceding three months. The entire data-gathering process took place over two weeks.

The study employed a combination of descriptive and inferential statistical methods to address the research problems. To answer the descriptive problem—determining the levels of workplace optimism, self-efficacy, and job performance of call center employees when taken collectively and when grouped according to age, sex, civil status, and length of service—descriptive statistics such as the mean and standard deviation were computed.

For the comparative problem—examining differences in workplace optimism, self-efficacy, and job performance across demographic groups—non-parametric tests were used, given the distributional characteristics of the data. Specifically, the Mann–Whitney U test was applied for comparisons between two groups, while the Kruskal–Wallis H test was applied for comparisons among more than two groups.

For the correlational problem—determining the relationships between workplace optimism and self-efficacy, self-efficacy and job performance, and workplace optimism and job performance—Spearman's rank-order correlation (Spearman's rho) was employed, as it is appropriate for ordinal data and non-normally distributed variables.

Responses to the workplace optimism and self-efficacy questionnaires were rated on a four-point Likert scale, with corresponding numerical weights and verbal interpretations. Mean scores were interpreted using the following ranges: 3.26–4.00, Strongly Agree/Very High (very high level of workplace optimism, self-efficacy, or job performance); 2.51–3.25, Agree/High (high level); 1.76–2.50, Disagree/Low (low level); and 1.00–1.75, Strongly Disagree/Very Low (very low level). For job performance, parallel interpretations were applied in accordance with the organization's performance rating system.

The study adhered to ethical research principles, particularly respect for persons, beneficence, and justice, as outlined by the Philippine National Ethical Guidelines for Health and Health-Related Research (Philippine Health Research Ethics Board, 2017). Participation was voluntary, and respondents were informed that they could withdraw at any time without penalty. Anonymity was maintained by assigning numerical codes to questionnaires, and data were stored in a password-protected file accessible only to the researcher. Permission to use company records for job performance data was secured from management, with assurances that the information would be used solely for academic purposes.

Results:

Level of Workplace Optimism

When taken collectively, call center employees in Bacolod City demonstrated a **very high** level of workplace optimism (M = 3.27, SD = 0.54). Among the three dimensions, engagement scored the highest (M = 3.32, SD = 0.522), followed by empowerment (M = 3.26, SD = 0.552) and joy (M = 3.25, SD = 0.608), all interpreted as **high**. When grouped by age, younger employees (30 years and below) reported slightly higher optimism (M = 3.30, SD = 0.51, Very High) compared to older employees (31 years and above) (M = 3.25, SD = 0.57, High), with both groups rating engagement as the most positive dimension. By sex, male employees had a marginally higher optimism score (M = 3.30, SD = 0.59, Very High) than female employees (M = 3.26, SD = 0.50, High), with engagement again leading among the subscales. In terms of civil status, married respondents scored slightly higher overall (M = 3.30, SD = 0.60, Very High) than single respondents (M = 3.27, SD = 0.53, Very High). Educational attainment showed that post-graduate degree holders had the highest optimism (M = 3.47, SD = 0.46, Very High), while associate degree holders scored the lowest (M = 3.17, SD = 0.60, High). Employees with ten years or less of experience recorded a slightly higher optimism score (M = 3.29, SD = 0.51, Very High) than those with more than ten years (M = 3.25, SD = 0.58, High).

Level of Self-Efficacy

Overall, the self-efficacy of the respondents was **very high** (M = 3.39, SD = 0.56). Social persuasion had the highest dimension mean (M = 3.40, SD = 0.561), followed closely by mastery experiences (M = 3.39, SD = 0.610) and vicarious experiences (M = 3.38, SD = 0.559), all rated as very high. By age, older employees reported slightly higher self-efficacy (M = 3.41, SD = 0.54, Very High) than younger employees (M = 3.37, SD = 0.56, Very High), with both groups showing consistently high ratings across all three dimensions. Males had a slightly higher overall self-efficacy (M = 3.43, SD = 0.64, Very High) compared to females (M = 3.30, SD = 0.59, Very High). By civil status, married respondents reported higher self-efficacy (M = 3.43, SD = 0.57, Very High) compared to single respondents (M = 3.38, SD = 0.55, Very High). In terms of educational attainment, post-graduate degree holders registered the highest self-efficacy (M = 3.46, SD = 0.65, Very High), followed by high school graduates (M = 3.45, SD = 0.65, Very High), with associate degree holders scoring the lowest (M = 3.29, SD = 0.52, Very High). Employees with ten years or less of experience had a slightly higher self-efficacy (M = 3.43, SD = 0.61, Very High) compared to those with more than ten years (M = 3.36, SD = 0.52, Very High).

Table 1

Summary of Descriptive Statistics for Workplace Optimism, Self-Efficacy, and Job Performance

Demographic Variable	Category	Workplace Optimism M (SD)	Int.	Self-Efficacy M (SD)	Int.	Job Performance M (SD)	Int.
Overall	All respondents (n=238)	3.27 (0.54)	VH	3.39 (0.56)	VH	2.40 (0.60)	Low
Age	≤30 years	3.30 (0.51)	VH	3.37 (0.56)	VH	2.45 (0.64)	High
	≥31 years	3.25 (0.57)	High	3.41 (0.54)	VH	2.36 (0.56)	Low
Sex	Male	3.30 (0.59)	VH	3.43 (0.64)	VH	2.32 (0.60)	Low
	Female	3.26 (0.50)	High	3.30 (0.59)	VH	2.46 (0.60)	Low
Civil Status	Single	3.27 (0.53)	VH	3.38 (0.55)	VH	2.37 (0.60)	Low
	Married	3.30 (0.60)	VH	3.43 (0.57)	VH	2.51 (0.60)	Low
Education	Associate Degree	3.17 (0.60)	High	3.29 (0.52)	VH	2.50 (0.54)	Low
	Bachelor's Degree	3.24 (0.59)	High	3.37 (0.60)	VH	2.41 (0.58)	Low
	HS/Equivalent	3.35 (0.60)	VH	3.45 (0.65)	VH	2.39 (0.61)	Low
	Post-Graduate	3.47 (0.46)	VH	3.46 (0.65)	VH	3.00 (0.35)	High
	Some College	3.30 (0.42)	VH	3.41 (0.45)	VH	2.37 (0.64)	High
Experience	≤10 years	3.29 (0.51)	VH	3.43 (0.61)	VH	2.37 (0.60)	Low
	>10 years	3.25 (0.58)	High	3.36 (0.52)	VH	2.46 (0.60)	Low

Note: VH = Very High, H = High, Low = Low Job Performance.

Level of Job Performance

Collectively, job performance among call center employees was rated as **low** (M = 2.40, SD = 0.60). Among the performance dimensions, resolution had the highest mean (M = 2.59, SD = 1.047, High), followed by productivity (M = 2.50, SD = 1.324, Low), efficiency (M = 1.92, SD = 1.205, Low), and customer satisfaction (M = 2.60 for males; 2.63 for females, both High in respective subgroups). By age, younger employees reported slightly higher overall performance (M = 2.45, SD = 0.64, High) compared to older employees (M = 2.36, SD = 0.56, Low). In terms of sex, females scored higher (M = 2.46, SD = 0.60, Low) than males (M = 2.32, SD = 0.60, Low). Married respondents recorded higher performance (M = 2.51, SD = 0.60, Low) compared to single respondents (M = 2.37, SD = 0.60, Low). Educational attainment revealed that post-graduate degree holders scored highest in performance

(M = 3.00, SD = 0.35, High), while those with some college education (M = 2.37, SD = 0.64) and high school graduates (M = 2.39, SD = 0.61) scored lowest. Employees with more than ten years of experience had slightly higher performance (M = 2.46, SD = 0.60, Low) than those with ten years or less (M = 2.37, SD = 0.60, Low).

Comparative Statistics by Socio-Demographic Profile

The inferential results revealed that there were no statistically significant differences in workplace optimism, self-efficacy, or job performance across the socio-demographic variables examined—age, sex, civil status, length of service, and educational attainment ($p > 0.05$ for all comparisons). Despite the absence of significant differences, certain trends were observed. For workplace optimism, slightly higher means were recorded among younger employees, males, singles, those with less than ten years of service, and post-graduate degree holders. In self-efficacy, older employees, males, married respondents, post-graduate degree holders, and those with more than ten years of service reported marginally higher scores. For job performance, higher means were noted among younger employees, females, married respondents, post-graduate degree holders, and those with more than ten years of experience. These patterns suggest that while demographic factors did not significantly influence the three constructs, some groups consistently reported marginally more favorable outcomes.

Table 2

Comparative Statistics of Workplace Optimism, Self-Efficacy, and Job Performance by Socio-Demographic Profile

Variable	Group	Workplace Optimism M (SD)	p-value	Sig. @ 0.05	Self-Efficacy M (SD)	P-value	Sig. @ 0.05	Job Performance M (SD)	p-value	Sig. @ 0.05
Age	≤30 years	3.299 (0.530)	0.431	NS	3.37 (0.578)	0.74	NS	2.45 (1.116)	0.33	NS
	≥31 years	3.249 (0.582)			3.41 (0.564)			2.36 (1.088)		
Sex	Male	3.298 (0.610)	0.222	NS	3.43 (0.583)	0.272	NS	2.32 (1.117)	0.458	NS
	Female	3.260 (0.517)			3.36 (0.562)			2.46 (1.090)		
Civil Status	Single	3.386 (0.544)	0.648	NS	3.37 (0.565)	0.429	NS	2.37 (1.112)	0.242	NS
	Married	3.324 (0.597)			3.43 (0.589)			2.51 (1.068)		
Length of Service	≤10 years	3.292 (0.532)	0.595	NS	3.38 (0.559)	0.188	NS	2.37 (1.102)	0.277	NS
	>10 years	3.250 (0.592)			3.41 (0.601)			2.46 (1.095)		
Educational Attainment	Associate Degree	3.167 (0.603)	0.631	NS	3.29 (0.521)	0.861	NS	2.57 (1.326)	0.221	NS
	Bachelor's Degree	3.237 (0.592)			3.37 (0.600)			2.69 (1.308)		
	HS/Equivalent	3.352 (0.599)			3.45 (0.645)			2.19 (1.309)		
	Post-Graduate Degree	3.465 (0.460)			3.46 (0.651)			3.50 (0.707)		

Some College, No Degree	3.305 (0.420)	3.41 (0.453)	2.39 (1.340)

Note: NS = Not Significant at 0.05 level; M = Mean; SD = Standard Deviation.

Correlation Between Workplace Optimism, Self-Efficacy, and Job Performance

The correlation analysis revealed a strong and positive relationship between workplace optimism and self-efficacy ($\rho = 0.799$, $p = 0.001$), indicating that employees with higher levels of optimism tend to report higher self-efficacy. A weak but significant positive correlation was also found between self-efficacy and job performance ($\rho = 0.136$, $p = 0.036$), suggesting that increases in self-efficacy are modestly associated with better job performance outcomes. In contrast, the relationship between workplace optimism and job performance was weak and not statistically significant ($\rho = 0.107$, $p = 0.101$), implying that optimism alone may not directly influence performance metrics in this context. These findings suggest that while optimism and self-efficacy are closely related, translating these psychological attributes into measurable performance gains may require additional organizational and operational factors.

Table 3

Correlation Between Workplace Optimism, Self-Efficacy, and Job Performance

Correlates	Spearman's Rho	p-value	Significance @0.05	Status of Hypothesis
Workplace Optimism and Self-efficacy	0.799	0.001	Significant	Rejected
Workplace Optimism and Job Performance	0.107	0.101	Not Significant	Fail to Reject
Self-efficacy and Job Performance	0.136	0.036	Significant	Rejected

Discussion:

This study examined the levels of workplace optimism, self-efficacy, and job performance among call center employees in Bacolod City, as well as their relationships and differences across socio-demographic groups. The results revealed that workplace optimism and self-efficacy were both rated very high, while job performance was rated low overall.

The very high level of workplace optimism suggests that employees generally hold positive expectations about their work environment and their ability to achieve favorable outcomes. This aligns with previous studies showing that optimism in organizational settings fosters engagement, resilience, and adaptability, even in high-pressure environments such as call centers (Craig et al., 2022; Devika & Anjali, 2018). The consistently high optimism scores across demographic groups indicate that this psychological resource is not isolated to specific employee segments, but rather reflects a shared organizational culture. However, consistent with Candelario et al. (2024), the lack of a significant direct relationship between optimism and job performance suggests that optimism alone may not be sufficient to influence operational metrics without supportive systems and clear performance enablers.

Similarly, self-efficacy was found to be very high across all groups, with social persuasion emerging as the strongest dimension. This finding supports Bandura's (1986) assertion that confidence in one's capabilities is reinforced by positive feedback, successful task completion, and observational learning. The significant positive correlation between workplace optimism and self-efficacy ($\rho = 0.799$, $p = 0.001$) underscores the synergistic relationship between these two psychological capital components, echoing the findings of Rossiandy and Indradewa (2023) and Kim and Lee (2024) that a positive outlook often reinforces belief in one's abilities.

In contrast, job performance—measured using company-provided secondary data—was low overall, with resolution as the highest-rated dimension and efficiency as the lowest. This gap between high psychological resources and low performance may reflect structural or operational constraints common in the BPO industry, such as workload intensity, strict key performance indicators (KPIs), and limited employee autonomy (Malapascua et al., 2020; Noor et al., 2023). The weak but significant relationship between self-efficacy and job performance ($\rho = 0.136$, $p = 0.036$) suggests that while confidence in one's skills can contribute to better performance, external factors such as process efficiency, technology support, and managerial practices play a more decisive role in outcomes (Agada, 2024).

Interestingly, there were no statistically significant differences in workplace optimism, self-efficacy, or job performance when grouped according to age, sex, civil status, educational attainment, or length of service. This homogeneity suggests that these psychological traits and performance levels are shaped more by organizational conditions than by personal demographics—a finding consistent with Remm et al. (2021) and Gajdová (2024), who argue that workplace culture can overshadow demographic differences in shaping employee attitudes and behaviors.

The absence of a significant correlation between workplace optimism and job performance ($\rho = 0.107$, $p = 0.101$) highlights a critical insight: while a positive outlook is beneficial for morale and retention, it may not directly translate to tangible output unless supported by effective performance management systems. This echoes the view of Cavazotte et al. (2018) that in highly standardized operational contexts, such as call centers, performance outcomes are often more strongly driven by procedural efficiency and technology than by attitudinal variables alone.

Conclusion:

This study found that call center employees in Bacolod City exhibited very high levels of workplace optimism and self-efficacy, yet their overall job performance was low, particularly in the areas of productivity and efficiency. While optimism and self-efficacy were strongly correlated, their direct impact on job performance was minimal, suggesting that psychological resources alone are insufficient to drive high operational outcomes in this context. No statistically significant differences were observed across demographic groups, indicating that these attributes are consistent across age, sex, civil status, educational attainment, and years of experience.

These findings highlight that in high-pressure service environments such as call centers, organizational systems, workflow structures, and performance management strategies likely play a more decisive role than individual psychological factors in determining performance outcomes. Interventions aimed at improving call center performance should therefore integrate the enhancement of optimism and self-efficacy with structural and process-level improvements to fully leverage employees' psychological strengths.

Based on the findings, it is recommended that call center management implement integrated employee development programs that strengthen both psychological resources and operational competencies. Training and coaching initiatives should be designed to sustain workplace optimism through positive leadership practices, recognition systems, and opportunities for career growth. At the same time, self-efficacy can be enhanced by providing mastery experiences, mentorship programs, and continuous skill-building activities tailored to the demands of call center work.

Given the low ratings in productivity and efficiency, organizations should also review workload distribution, streamline processes, and upgrade technological tools to reduce bottlenecks and unnecessary stressors. Performance improvement strategies should align KPIs with achievable targets, ensuring that they are balanced with employee well-being objectives. Finally, regular monitoring of workplace optimism, self-efficacy, and job performance—paired with responsive policy adjustments—can help maintain a productive and engaged workforce while reducing turnover and burnout.

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