

Enhancement of Managerial Competencies Through Personal and Professional Experiences in the Telecommunications Industry

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ABSTRACT

This study examined how personal and professional experiences contribute to the enhancement of managerial competencies in the telecommunications industry. In a fast-paced and dynamic operational environment, professionals are required to develop competencies beyond technical expertise, including communication, decision-making, collaboration, and leadership. A qualitative descriptive research design was employed, using semi-structured interviews with selected respondents actively involved in telecommunications operations and leadership-related roles. Data were analyzed through thematic analysis to identify patterns related to experiential learning, communication practices, and operational responsibilities. The findings showed that personal experiences and reflective practices play a significant role in shaping professional identity and supporting continuous learning. Effective communication was found to strengthen trust, collaboration, and operational efficiency among stakeholders, while direct involvement in operational responsibilities enhances decision-making, problem-solving, and leadership exposure. The results also indicate that managerial competencies are developed not only through formal training but largely through real-world workplace experiences. Based on these findings, the study proposes the COPE Leadership Development Guide as a practical framework integrating communication, operational exposure, reflection, and structured development. This study contributes to the understanding of leadership development in operational environments and provides practical insights for organizations seeking to strengthen managerial competencies and improve overall effectiveness in the telecommunications industry.

Keywords: Managerial Competencies, Telecommunications Industry, Experiential Learning, Communication Practices, Operational Responsibilities, Leadership Development

INTRODUCTION

Managerial competencies have become increasingly important in modern organizations, particularly in industries shaped by rapid technological change and complex operational environments. In the telecommunications industry, professionals are expected to go beyond technical expertise and demonstrate strong capabilities in communication, decision-making, coordination, and problem-solving. These competencies are essential in maintaining operational efficiency and ensuring effective collaboration among diverse stakeholders.

Within telecommunications operations, professionals work in environments that require constant coordination among technical teams, business units, and international partners. Daily responsibilities often involve handling time-sensitive concerns, resolving service issues, and ensuring continuity of operations. As a result, managerial competencies are not developed solely through formal roles but are gradually strengthened through continuous exposure to real operational situations.

The researcher, currently working as a Senior Analyst in telecommunications roaming operations with over thirteen years of experience, has observed that leadership-related competencies often emerge even in non-managerial roles. Tasks such as stakeholder coordination, issue resolution, and decision support require individuals to communicate effectively, think critically, and respond quickly to operational challenges. Over time, these experiences contribute to the development of confidence, accountability, and leadership readiness.

Experiential learning plays a significant role in this process. Through reflection on workplace experiences, professionals are able to evaluate their actions, identify areas for improvement, and enhance their approach to problem-solving and coordination. In telecommunications operations—particularly in roaming services—professionals are regularly exposed to complex coordination, operational escalations, and real-time decision-making. These situations create practical opportunities for developing managerial competencies (Northouse, 2021; Kolb & Kolb, 2021).

Despite the recognized importance of managerial competencies, many existing studies focus on formal training programs and structured leadership development. Limited attention has been given to how personal and professional experiences contribute to competency development in operational settings, particularly in the telecommunications industry (Ryan & Deci, 2021; Day et al., 2021). This gap highlights the need to examine how real-world experiences influence leadership readiness.

At the global level, telecommunications organizations operate in highly competitive and rapidly evolving environments driven by digital transformation and increasing connectivity demands. Professionals are expected to demonstrate strong competencies in communication, collaboration, and adaptability to support service continuity (International Telecommunication Union, 2022; World Economic Forum, 2022; World Bank, 2022).

In the Philippines, the growing demand for telecommunications services further emphasizes the importance of effective coordination, teamwork, and problem-solving in organizational settings.

Given this context, this study examines how personal and professional experiences contribute to the enhancement of managerial competencies in the telecommunications industry. It focuses on reflective practices, communication strategies, and operational responsibilities as key areas influencing leadership development and organizational effectiveness.

Research Questions

This study aimed to answer the following questions:

1. How do personal experiences and reflective practices contribute to professional identity formation and organizational learning in the telecommunications industry?
2. How effective are communication strategies in fostering trust, collaboration, and operational efficiency among diverse stakeholders?
3. How does direct involvement in operational responsibilities enhance leadership competencies and decision-making skills in telecommunications operations?
4. How can managerial competencies be enhanced in the telecommunications industry through personal and professional experiences?

Scope and Delimitation

This study examined how personal and professional experiences enhance managerial competencies in the telecommunications industry, with a specific emphasis on roaming operations and related cross-functional functions where the researcher has extensive professional experience. It specifically explores competencies related to leadership development, communication practices, decision-making, and stakeholder collaboration in operational environments involving roaming agreements, service escalations, partner coordination, and issue resolution. The study involved selected professionals working within the telecommunications sector whose roles are directly relevant to roaming and operational support functions, including voice business, roaming support, network engineering, and procurement. Their insights were used to understand how workplace experiences and reflective practices influence managerial competency development in real telecom operational settings. This study is aligned with the United Nations Sustainable Development Goal (SDG) on Decent Work and Economic

Growth, as the telecommunications sector supports job creation, promotes resource efficiency, and contributes to economic development.

The research is limited to qualitative analysis and does not include quantitative measurement of competencies. It does not aim to generalize findings across all industries but is specifically confined to the telecommunications industry, particularly roaming operations and its related cross-functional environments. Functions primarily centered on customer service, internet support, and other unrelated service domains were not included, as these fall outside the direct operational scope of the researcher's professional domain. Additionally, the study focuses on managerial competencies developed through lived operational experience rather than formal training programs alone. Consequently, the proposed COPE framework is likewise delimited to managerial competency enhancement within roaming operations and related telecommunications functions and is not intended for immediate generalization to unrelated industries.

THEORETICAL FRAMEWORK

The present study is anchored on several psychological, leadership, and organizational theories that explain how personal and professional experiences contribute to the enhancement of managerial competencies in the telecommunications industry. These theories provide a strong conceptual basis for understanding how workplace exposure, reflective learning, communication practices, leadership behaviors, motivation, and operational responsibilities shape managerial readiness and professional growth. In the context of the present study, these theoretical perspectives are highly relevant to the researcher's experience in roaming operations, where communication, stakeholder coordination, decision-making, and reflective learning are continuously practiced. The integration of these theories strengthens the alignment of the study's findings, conclusions, and recommendations, particularly in Chapters 4 and 5. More importantly, these theories collectively provide the academic basis for the proposed COPE framework as a structured enhancement model for managerial competencies in the telecommunications industry.

Specifically, this study integrates the original theoretical foundations of Experiential Learning Theory, Social Learning Theory, Transformational Leadership Theory, Maslow's Hierarchy of Needs, and the Resource-Based View, together with the additional perspectives of Social Identity Theory, Self-Determination Theory, Transformational Learning Theory, and Leader-Member Exchange Theory. These theories collectively explain how managerial competencies are strengthened through workplace experience, observational learning, motivation, reflective transformation, leadership interaction, and organizational resources (Kolb & Kolb, 2021; Bandura, 2021; Northouse, 2021; Ryan & Deci, 2021; Barney, 2024; Tajfel & Turner, 2021; Mezirow, 2021; Graen & Uhl-Bien, 2021). In the context of the present study, these perspectives help explain how the researcher's professional journey in roaming operations contributed to leadership readiness, communication effectiveness, stakeholder collaboration, and decision-making growth. The integration of both the original and additional theories strengthens the study's academic rigor and directly supports the interpretation of findings across the research objectives. These theories also collectively explain the development and application of the COPE framework as the study's proposed enhancement model. The major theoretical foundations that explain how personal and professional experiences contribute to the enhancement of managerial competencies in telecommunications operations are presented in Figure 1 presents the primary theoretical foundations of the study. The succeeding narrative discussion incorporates additional supporting perspectives, namely Social Identity Theory, Self-Determination Theory, Transformational Learning Theory, and Leader-Member Exchange Theory, as recommended during the final manuscript enhancement.

METHODOLOGY

The methodology used in the study describes outlining design, respondents and data collection procedures used to examine managerial competency development in the telecommunications industry. By aligning the research objectives with targeted analysis procedures, the study offered a comprehensive understanding of how personal and professional experiences shape managerial growth. Ultimately, this structured framework ensured a coherent flow between the gathered data and the final interpretation of findings.

Research Design

This study used a qualitative descriptive research design to explore how personal and professional experiences contribute to managerial competency development. A qualitative approach was selected because it allows a deeper understanding of participants' experiences within real operational environments (Creswell & Poth, 2021; Saunders et al., 2022).

The study focused on professionals working in telecommunications operations, particularly those involved in roaming services and related functions. The specific organization is not disclosed to maintain confidentiality.

Data Gathering Procedure

Data were collected using a semi-structured interview guide developed based on the research objectives. The instrument included open-ended questions focusing on personal experiences, communication practices, operational responsibilities, and managerial competency development.

The interview guide was researcher-made and reviewed by the research adviser to ensure clarity and alignment with the study. After revisions, the questionnaire was distributed to the respondents via email. Participants were informed about the purpose of the study, and their participation was voluntary.

Respondents were given sufficient time to complete the questionnaire, and clarifications were provided when necessary to ensure accurate responses.

Data Analysis

The data were analyzed using thematic analysis. Responses were reviewed multiple times to identify recurring ideas, patterns, and meaningful insights (Braun & Clarke, 2021; Nowell et al., 2022).

The process involved:

- familiarization with the data
- coding of responses
- grouping similar responses
- developing themes aligned with the research objectives

The key themes identified include:

- Personal Experiences and Reflective Practices in Professional Development
- Communication Practices in Telecommunications Operations
- Operational Responsibilities and Leadership Exposure in Telecommunications
- Managerial Competency Development in the Telecommunications Industry

These themes guided the presentation and interpretation of the findings.

SCOPE AND LIMITATIONS

The study focused on telecommunications professionals involved in operational roles. The small number of respondents limits generalization of the findings. In addition, the study relied on self-reported experiences, which may vary depending on individual perspectives. Despite these limitations, the study provides relevant insights into how managerial competencies develop through real-world experiences.

RESULTS

The findings of the study are presented based on the themes aligned with the research questions: personal experiences and reflective practices, communication practices, operational responsibilities and leadership exposure, and managerial competency development. The results are derived from the responses of telecommunications professionals and supported by the researcher’s operational experience.

Table 1 Thematic Framework and Sources of Data

Theme	Description	Sources of Reflected Data
Personal Experiences and Reflective Practices in Professional Development	Professional identity formation and organizational learning.	Respondents (telecommunications professional); Researcher
Communication Practices in Telecommunications Operations	Trust, collaboration and operational efficiency	Respondents
Operational Responsibilities and Leadership Exposure in Telecommunications	Leadership exposure and strengthen decision-making skills	Respondents
Managerial Competency Development in Telecommunications Industry	Development of leadership, communication, decision-making, and problem-solving competencies	Respondents; Researcher

Table 1 presents the major themes of the study and the corresponding sources of reflected data used in the analysis.

Table 2 Profile of Respondents

Respondent		Years of Experience	Area of Expertise	Reason for Selection	Relevance to the Study
Respondent 1	Voice Business Manager	23 years	Voice Business	Extensive leadership in telecom voice business and stakeholder coordination	Supports communication strategies, trust-building, and managerial coordination
Respondent 2	Procurement Manager	20 years	Procurement Section	Strong cross-functional coordination and supplier management role	Relevant to collaboration, stakeholder management, and decision-making
Respondent 3	Roaming Specialist	25 years	Roaming Operations	Deep operational experience in roaming processes and issue resolution	Supports experiential learning, reflective practice, and operational leadership

Respondent 4	Roaming Manager	3 years	Roaming Support	Direct leadership role in roaming support and issue escalation	Relevant to leadership exposure, decision-making, and service continuity
Respondent 5	Network Engineer	14 years	Network Operations	Technical role in network troubleshooting and service disruptions	Supports adaptive leadership, problem-solving, and technical coordination

Table 2 presents the profile of the respondents, including their roles, experience, expertise, reason for selection, and relevance to the study.

Theme 1: Personal Experiences and Reflective Practices in Professional Development

The responses show that personal experiences play an important role in professional development. Participants shared that daily exposure to operational tasks, such as stakeholder coordination, issue resolution, and service management, helped them develop confidence, accountability, and adaptability. These experiences allowed them to better understand their responsibilities and gradually improve their performance.

Reflective practices were also identified as an important factor. Respondents noted that reviewing past actions, especially during complex or high-pressure situations, helped them recognize areas for improvement. Through reflection, they were able to adjust their approach and improve their decision-making in future tasks. Overall, the results indicate that personal experiences combined with reflection contribute to professional identity formation and continuous learning within telecommunications operations. The first theme focused on personal experiences and reflective practices in professional development. The findings show that workplace exposure and reflection contributed to professional identity formation, confidence, accountability, and organizational learning.

Table 3 Summary of Key Responses on Theme 1

Respondent		Key Response	Interpretation / Connotation
Respondent 1	Voice Business Manager	Exposure to diverse telecom situations strengthened adaptability and leadership confidence	Indicates that workplace experience contributes to professional identity and leadership readiness
Respondent 2	Procurement Manager	Cross-functional supplier coordination enhanced judgment and accountability	Shows that reflective practice improves communication and organizational learning
Respondent 3	Roaming Specialist	Daily roaming issue handling improved confidence and task management	Supports experiential learning and personal professional growth
Respondent 4	Roaming Manager	Managing roaming escalations developed leadership skills and accountability	Reflects how operational exposure strengthens managerial identity
Respondent 5	Network Engineer	Technical problem-solving-built confidence and decision-making discipline	Indicates that real technical exposure contributes to adaptive professional identity

Table 3 shows that personal experiences and reflective practices helped respondents develop professional identity, confidence, accountability, and continuous learning.

Theme 2: Communication Practices in Telecommunications Operations

The findings show that communication is a key factor in maintaining effective operations. Respondents consistently emphasized the importance of clear and timely communication when coordinating with internal teams and external partners.

Participants highlighted that effective communication helps reduce misunderstandings, align expectations, and support faster issue resolution. In time-sensitive environments, the ability to communicate updates clearly allows teams to respond more efficiently.

In addition, communication was found to strengthen trust and collaboration. Respondents noted that transparent and consistent communication improves working relationships and supports coordination across different departments.

Overall, the results indicate that communication practices play a central role in fostering trust, collaboration, and operational efficiency.

The second theme focused on communication practices in telecommunications operations. The findings show that clear, timely, and transparent communication supported trust, collaboration, and operational efficiency among stakeholders.

Table 4 Summary of Key Responses on Theme 2

Respondent		Key Response	Interpretation / Connotation
Respondent 1	Voice Business Manager	Effective communication with partners and internal teams strengthens trust and business continuity	Shows that communication is essential in building trust and sustaining telecom relationships
Respondent 2	Procurement Manager	Clear coordination with vendors and departments reduces delays and improves alignment	Indicates that communication supports cross-functional collaboration and process efficiency
Respondent 3	Roaming Specialist	Timely updates with roaming partners prevent escalations and service delays	Reflects the role of communication in operational continuity and issue prevention
Respondent 4	Roaming Manager	Transparent communication during roaming issues improves resolution speed	Shows that communication strengthens collaboration and faster decision-making
Respondent 5	Network Engineer	Technical updates and clear escalation channels build confidence among teams	Indicates that communication directly supports teamwork and operational reliability

Table 4 shows that communication practices strengthened coordination, trust, collaboration, and service continuity in telecommunications operations.

Theme 3: Operational Responsibilities and Leadership Exposure in Telecommunications

The results indicate that direct involvement in operational responsibilities contributes significantly to leadership development. Respondents shared that handling real-time issues and coordinating tasks allowed them to gain practical experience in decision-making and problem-solving. Participants emphasized that hands-on

involvement helped them better understand operational challenges and respond more effectively. This exposure strengthened their ability to make timely and informed decisions.

In addition, repeated exposure to operational challenges was found to improve adaptability and confidence. Respondents noted that dealing with different situations helped them remain calm under pressure and adjust their approach when necessary.

Overall, the findings show that operational responsibilities serve as a practical platform for developing leadership competencies.

The third theme focused on operational responsibilities and leadership exposure. The findings show that direct involvement in operational tasks enhanced decision-making, problem-solving, adaptability, and leadership readiness.

Table 5 Summary of Key Responses on Theme 3

Respondent		Key Response	Interpretation / Connotation
Respondent 1	Voice Business Manager	Direct involvement in operational decisions improved confidence in handling stakeholder concerns	Shows that leadership confidence develops through practical telecom responsibilities
Respondent 2	Procurement Manager	Managing urgent procurement requirements strengthened prioritization and decision-making	Indicates that operational accountability improves judgment and leadership readiness
Respondent 3	Roaming Specialist	Hands-on roaming issue resolution improved adaptability and faster problem-solving	Supports experiential leadership development through operational exposure
Respondent 4	Roaming Manager	Leading roaming escalations strengthened ownership, confidence, and decision speed	Reflects how direct responsibility develops leadership competencies
Respondent 5	Network Engineer	Technical troubleshooting responsibilities enhanced critical thinking and adaptive leadership	Shows that operational exposure strengthens decision-making and resilience

Table 5 shows that operational responsibilities provided practical exposure that strengthened leadership competencies and decision-making skills.

Theme 4: Managerial Competency Development in the Telecommunications Industry

The findings show that managerial competencies are developed through a combination of experience, communication, and continuous learning. Respondents highlighted that exposure to different responsibilities, collaboration with stakeholders, and participation in decision-making activities contributed to their professional growth.

Participants also emphasized the importance of continuous learning, including mentorship, feedback, and cross-functional collaboration. These factors helped them improve their skills and prepare for leadership roles.

The results further indicate that managerial competencies are not developed solely through formal training but are significantly influenced by real-world workplace experiences.

The fourth theme focused on managerial competency development. The findings show that managerial competencies were strengthened through the integration of communication, operational exposure, reflective learning, mentoring, and structured development.

Table 6 Summary of Key Responses on Theme 4

Respondent		Key Response	Interpretation / Connotation
Respondent 1	Voice Business Manager	Strategic communication and collaboration improve leadership effectiveness	Supports the Communication and Collaboration component of COPE
Respondent 2	Procurement Manager	Cross-functional projects strengthen accountability and strategic alignment	Supports the Operational Exposure and collaboration dimension
Respondent 3	Roaming Specialist	Hands-on roaming responsibilities improve confidence and reflective learning	Supports Professional Reflection and Learning
Respondent 4	Roaming Manager	Guided mentoring and escalation leadership improve readiness for managerial roles	Supports Enhancement through Structured Development
Respondent 5	Network Engineer	Technical issue resolution and leadership guidance strengthen adaptability	Supports structured learning and competency enhancement

Table 6 shows that managerial competency development is supported by a combination of practical experience, communication, reflection, and structured learning.

Overall, the results show that managerial competencies in telecommunications are developed through the combined influence of personal experiences, communication practices, operational responsibilities, and structured developmental support. These themes served as the basis for the discussion and for the proposed COPE Leadership Development Guide.

DISCUSSION

The findings of this study show that managerial competencies in telecommunications are shaped through everyday operational experience rather than formal roles alone. Across all themes, what stands out is how communication, operational exposure, and reflection consistently appear in actual workplace situations. These elements do not operate separately; instead, they interact and reinforce one another over time.

In terms of personal experiences and reflective practices, the results suggest that professionals learn most effectively when they are directly involved in real operational tasks. Over time, repeated exposure to coordination, issue handling, and stakeholder engagement helps build confidence and accountability. Reflection plays an important role in this process. When individuals take time to review their actions and outcomes, they become more aware of what works and what needs improvement. This aligns with experiential learning theory, where learning is strengthened through experience and reflection (Kolb & Kolb, 2021).

Communication also emerged as a central factor across all findings. In practice, telecommunications operations depend heavily on timely and clear information exchange. The results show that when communication is consistent and transparent, it improves trust among stakeholders and supports smoother coordination. This is particularly important in environments where multiple teams and external partners are involved. These findings support existing literature that identifies communication as a key component of leadership and organizational effectiveness (Northouse, 2021).

Operational responsibilities were found to provide strong exposure to leadership-related tasks. Handling real-time issues, making decisions under pressure, and coordinating with different stakeholders help individuals

develop problem-solving skills and adaptability. What becomes evident is that leadership competencies are not limited to formal positions. Instead, they develop gradually through repeated involvement in operational challenges. This supports the idea that leadership is often learned through experience rather than assigned through hierarchy.

When these findings are viewed together, they point to a more integrated understanding of managerial competency development. Communication, operational exposure, and reflective learning are consistently present across different roles and situations. At the same time, respondents highlighted the need for structured support such as mentoring, training, and cross-functional learning to strengthen these competencies further.

From this perspective, the COPE framework (Communication and Collaboration, Operational Exposure, Professional Reflection and Learning, and Enhancement through Structured Development) provides a practical way of organizing these elements. Rather than introducing new concepts, the framework reflects what is already happening in real work environments and brings them together into a more structured approach. Communication and Collaboration emphasize the importance of clear interaction in building trust and maintaining coordination. Operational Exposure highlights the value of hands-on involvement in developing decision-making and problem-solving skills. Professional Reflection and Learning focus on improving performance through experience and self-evaluation. Finally, Enhancement through Structured Development recognizes the need for formal support mechanisms such as mentoring, training, and guided learning.

Taken together, the COPE framework shows that managerial competencies are best developed when experience and structure are combined. In practice, this means that organizations should not rely only on training programs but also create opportunities for employees to engage in meaningful operational work and reflect on their experiences.

Personal Experiences and Reflective Practices in Professional Development

The results highlight that personal experiences play a critical role in shaping professional identity and supporting continuous learning. Exposure to real operational tasks allows professionals to develop practical skills and improve their understanding of workplace responsibilities. This supports the concept of experiential learning, where knowledge is gained through direct involvement in real situations (Kolb & Kolb, 2021). Reflective practices further strengthen this process. By evaluating past experiences, professionals are able to improve their decision-making and adapt their approach to similar situations in the future. This aligns with existing studies emphasizing the importance of reflection in enhancing learning and professional growth (Ryan & Deci, 2021).

The findings presented in Table 3 show that personal experiences and reflective practices contributed to professional identity formation and continuous learning. Based on the responses, workplace exposure helped respondents develop confidence, accountability, and adaptability, especially when handling real operational situations. From an interpretive perspective, this suggests that learning in telecommunications operations is largely experience-driven. Over time, repeated involvement in coordination, issue resolution, and decision-making strengthens professional awareness and leadership readiness. Reflection further supports this process by allowing individuals to evaluate their actions and improve future performance.

These findings are consistent with experiential learning theory, which emphasizes that knowledge is developed through experience and reflection (Kolb & Kolb, 2021). Similarly, Ryan and Deci (2021) highlight the role of reflection in supporting self-awareness and continuous development. The results of this study align with these perspectives, indicating that professional growth in telecommunications is strongly influenced by real-world experiences.

Communication Practices in Telecommunications Operations

The findings confirm that communication is essential in maintaining effective operations within telecommunications environments. Clear and timely communication helps ensure that tasks are completed accurately and that stakeholders remain aligned.

This result is consistent with previous studies that highlight communication as a key component of leadership and organizational performance (Northouse, 2021). Communication not only supports information exchange but also builds trust and strengthens collaboration among teams. In operational settings where coordination is critical, effective communication contributes directly to improved efficiency and reduced errors.

As shown in Table 4, communication practices were found to support trust, collaboration, and operational efficiency. Respondents emphasized that clear and timely communication helped reduce misunderstandings, align expectations, and improve coordination among stakeholders. From the researcher's interpretation, communication functions not only as a tool for information exchange but also as a key factor in maintaining relationships and ensuring smooth operations. In fast-paced environments such as telecommunications, the ability to communicate effectively directly affects how quickly issues are resolved.

These findings are consistent with previous studies that identify communication as a central component of leadership and organizational effectiveness (Northouse, 2021). In addition, research highlights that transparent communication strengthens trust and teamwork in complex environments (Graen & Uhl-Bien, 2021). The results of this study support these findings, particularly in the context of telecommunications operations.

Operational Responsibilities and Leadership Exposure in Telecommunications

The results show that operational involvement provides valuable opportunities for leadership development. Handling real-time issues and coordinating tasks allows professionals to develop decision-making and problem-solving skills. This supports the idea that leadership competencies are often developed through experience rather than formal roles alone. Continuous exposure to operational challenges helps individuals build confidence and improve their ability to respond to complex situations. The results presented in Table 5 indicate that operational responsibilities significantly contributed to leadership exposure and decision-making development. Respondents noted that handling real-time challenges improved their ability to make decisions, solve problems, and adapt to changing situations. From a practical standpoint, this suggests that leadership competencies are developed through direct involvement in operational tasks. Repeated exposure to high-pressure situations helps individuals build confidence and improve their judgment over time.

These findings are consistent with studies on leadership development, which emphasize the importance of experience in shaping leadership capabilities (Day et al., 2021). Experiential learning theory also supports the idea that practical involvement enhances skill development (Kolb & Kolb, 2021). The results of this study align with these perspectives, showing that leadership competencies are strengthened through actual workplace experiences.

Managerial Competency Development in the Telecommunications Industry

The findings indicate that managerial competencies are developed through the integration of experience, communication, and continuous learning. Professionals who are actively involved in operations are more likely to develop leadership-related skills. This aligns with existing literature suggesting that competency development is strengthened when individuals are engaged in real-world activities rather than relying solely on formal training (Williams & Parker, 2023).

The results also highlight the importance of combining experiential learning with structured support such as mentoring and training programs. This combination provides a more balanced approach to leadership development.

As shown in Table 6, managerial competency development is influenced by a combination of communication, operational exposure, reflective learning, and structured support. Respondents highlighted that these elements work together to improve leadership readiness and professional performance. From the researcher's perspective, this indicates that competency development is not based on a single factor but rather on the integration of multiple experiences. While operational exposure provides practical learning, structured support such as mentoring and training helps reinforce these competencies. These findings are consistent with existing literature suggesting that competency development is more effective when experiential learning is combined with

structured development approaches (Williams & Parker, 2023). However, the study also highlights that in practice, organizations tend to rely more on experience than structured programs, suggesting a gap between theory and actual implementation.

Integration with COPE Framework

Across the four themes, the findings show that communication, operational exposure, reflection, and structured development are the main elements that support managerial competency development. These elements became the basis for the COPE Leadership Development Guide, which integrates Communication and Collaboration, Operational Exposure, Professional Reflection and Learning, and Enhancement through Structured Development. This guide provides a practical approach for strengthening managerial competencies in telecommunications operations.

CONCLUSIONS

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

Personal Experiences and Reflective Practices in Professional Development

Personal experiences and reflective practices play a significant role in shaping professional identity and supporting organizational learning in telecommunications operations. Continuous exposure to real operational tasks strengthens confidence, accountability, and adaptability, while reflection helps individuals improve their decision-making and overall performance.

Communication Practices in Telecommunications Operations

Effective communication strategies are essential in fostering trust, collaboration, and operational efficiency among stakeholders. Clear, timely, and consistent communication improves coordination, reduces misunderstandings, and supports faster resolution of operational concerns.

Operational Responsibilities and Leadership Exposure in Telecommunications

Direct involvement in operational responsibilities enhances leadership competencies and decision-making skills. Hands-on experience allows professionals to develop problem-solving abilities, improve judgment, and adapt to complex and time-sensitive situations.

Managerial Competency Development in the Telecommunications Industry

Managerial competencies in telecommunications are strengthened through the integration of personal experiences, communication practices, operational exposure, and continuous learning. These elements collectively contribute to leadership readiness and support the development of effective managerial capabilities.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations are proposed to support managerial competency development in telecommunications operations.

For Telecommunications Organizations

Telecommunications organizations may provide more opportunities for employees to engage in real operational tasks involving coordination, decision-making, and stakeholder interaction. Assigning employees to handle specific operational responsibilities, even for short periods, can help build confidence, accountability, and leadership readiness. Organizations may also introduce simple reflection practices, such as short debrief sessions after major activities, to help employees learn from their experiences. To strengthen communication, organizations may establish clearer communication protocols and shared tracking systems. These may include

standard update formats, regular coordination meetings, and monitoring tools to track issues and responses. These steps can improve alignment across teams and reduce delays caused by miscommunication.

For Managers and Team Leaders

Managers and team leaders may provide guidance during operational tasks, give regular feedback, and encourage open communication within their teams. Small practices, such as discussing lessons learned after an issue or involving employees in decision-making, can help strengthen confidence and competency development. These actions can support employees in becoming more prepared for future leadership responsibilities.

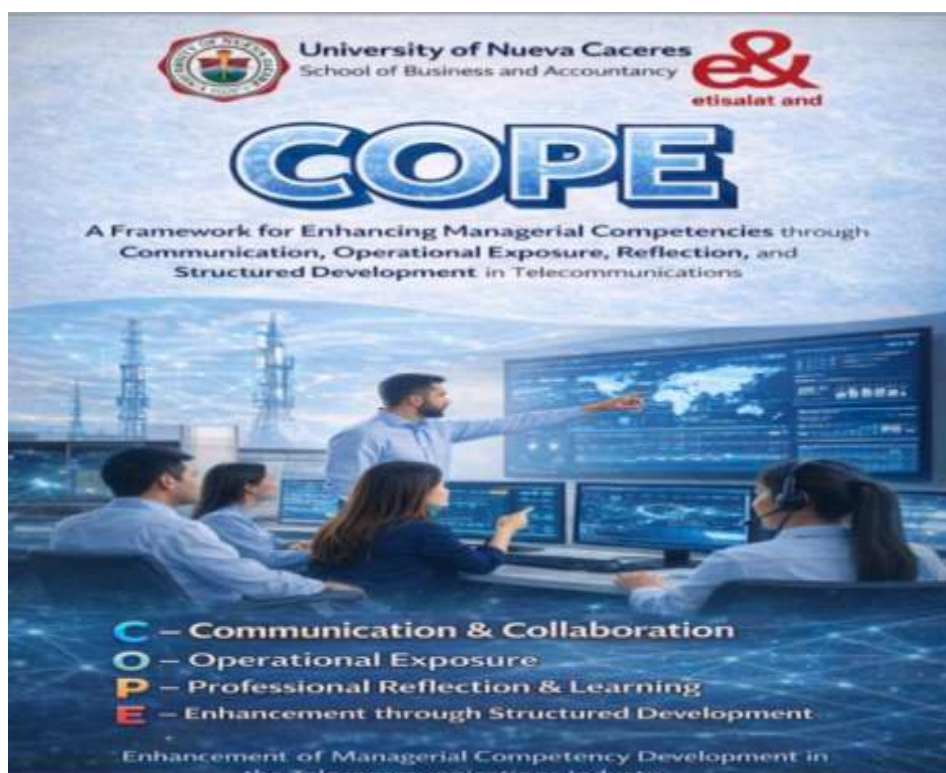
For Employees and Professionals

Employees may take a more active role in their professional growth by participating in operational tasks, asking questions, and reflecting on past experiences. These habits can strengthen both technical and managerial skills. Over time, active learning and reflection can contribute to better decision-making and greater confidence in handling responsibilities.

Proposed Output

COPE Leadership Development Guide. In relation to the proposed output, the COPE Leadership Development Guide may be adopted as a practical framework for enhancing managerial competencies in telecommunications operations. The guide is composed of four components: Communication and Collaboration, Operational Exposure, Professional Reflection and Learning, and Enhancement through Structured Development. Communication and Collaboration focus on improving coordination, trust, and teamwork. Operational Exposure emphasizes the value of hands-on involvement in real work situations. Professional Reflection and Learning support continuous improvement through reflection and feedback. Enhancement through Structured Development highlights the importance of mentoring, training, and guided learning. The COPE Leadership Development Guide may be implemented through a short three- to six-month cycle. During this period, employees may be assigned operational tasks, participate in coordination activities, reflect on their experiences, and receive guidance from supervisors or mentors. Progress may be observed through improvements in communication, coordination, decision-making, accountability, and leadership readiness.

Figure 1 COPE Leadership Development Guide



The figure presents the proposed COPE Leadership Development Guide as the practical output of the study. It shows how communication, operational exposure, reflection, and structured development work together to support managerial competency development in telecommunications operations.

For Future Researchers

Future researchers may conduct similar studies using larger samples or different industries to compare how managerial competencies develop in other organizational settings. Further research may also examine how digital tools, remote collaboration, and changing workplace technologies influence communication, leadership development, and managerial competencies in telecommunications.

Compliance with Ethical Standards

This study followed ethical standards to protect the rights, privacy, and dignity of all participants. Participation was voluntary, and the respondents were informed about the purpose of the study before data collection. Informed consent was obtained from the participants, and they were made aware that they could withdraw from the study at any time without any consequence. The researcher also ensured that all responses were kept confidential and that the identities of the participants remained anonymous. All data collected were used only for academic purposes and were handled with care.

The researcher also made sure that the study was conducted with respect and responsibility. No sensitive or confidential information about the participants, their organizations, or related parties was disclosed in the findings. Since the study included the researcher's professional experience in telecommunications operations, the discussion was presented in a generalized and reflective manner. This approach helped maintain professional boundaries and protect the integrity of the organization and colleagues. Throughout the research process, the researcher upheld honesty, transparency, and respect.

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