



IMPACT OF MANPOWER PLANNING ON OPERATIONAL EFFICIENCY IN THE TOURISM TRANSPORT SECTOR

RIZA JIMENEZ FELICIANO

Student Researcher

Aklan Catholic College

rizafeliciano302@gmail.com

ABSTRACT

The study examined the impact of manpower planning on operational efficiency in the tourism transport sector, with specific focus on Southwest Tours (Boracay), Inc. (STBI). It aimed to assess the extent of manpower planning practices in terms of forecasting demand, analyzing supply, gap analysis, action planning, and evaluation, as well as the level of operational efficiency in terms of timeliness of services, staff utilization, and responsiveness to customer demand. The study also determined differences in respondents' perceptions when grouped according to length of service, job position, and branch location, and examined the relationship between manpower planning and operational efficiency. A descriptive-correlation quantitative research design was employed. Data were collected from 127 respondents, including managers, assistant managers, supervisors, and rank-and-file employees, using a research-made structured questionnaire. The results revealed that manpower planning practices were moderately practiced, indicating that workforce planning processes were present but not fully optimized. Among the dimensions, action planning emerged as the most developed practice. Similarly, the level of operational efficiency was found to be moderately efficient, suggesting that the organization is able to perform its operations effectively,

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



although improvements are still needed, particularly in staff utilization. Significant differences in perceptions were observed when respondents were grouped according to length of service and job position, while no significant differences were found based on branch location. Furthermore, the results showed a significant positive relationship between manpower planning practices and operational efficiency. The study concludes that effective manpower planning plays a crucial role in enhancing operational efficiency in tourism transport organizations. It is recommended that STBI strengthen its manpower planning practices, particularly in forecasting demand, gap analysis, and evaluation, and improve staff utilization through better workforce scheduling, task allocation, and continuous employee development.

Keywords: *Manpower Planning, Operational Efficiency, Tourism Transport, Workforce Planning, Service Efficiency*

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



INTRODUCTION

Manpower planning is a fundamental function of Human Resource Management (HRM) that ensures organizations maintain the right number of employees with the appropriate skills at the right time. It involves forecasting workforce demand, analyzing labor supply, identifying staffing gaps, and implementing strategies to address workforce needs. Effective manpower planning enables organizations to respond efficiently to changing business environments, customer demands, and operational requirements.

In service-oriented industries such as tourism and transportation, manpower planning plays a crucial role in maintaining operational efficiency. Since these industries rely heavily on timely and quality service delivery, ineffective workforce planning may result in service delays, inefficient staff utilization, increased operational costs, and reduced customer satisfaction. Conversely, organizations with effective manpower planning systems are better positioned to optimize workforce productivity and improve operational performance.

Operational efficiency refers to an organization's ability to maximize outputs while minimizing resource utilization. In tourism transport operations, operational efficiency is closely associated with service timeliness, proper staff deployment, and responsiveness to customer demand. Due to fluctuating tourist arrivals, seasonal demand, and geographically dispersed operations, tourism transport organizations face continuing challenges in aligning workforce resources with operational requirements.

In the Philippine tourism industry, tourism transport providers significantly contribute to economic growth and regional development by facilitating the movement of travelers and

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



supporting tourism activities. In destinations such as Boracay, where tourism demand varies seasonally, effective manpower planning becomes increasingly important in ensuring uninterrupted and efficient service operations.

Despite the recognized importance of manpower planning, limited studies have specifically examined its relationship with operational efficiency in tourism transport organizations. Existing research has primarily focused on general business and hospitality settings, leaving a gap in understanding how manpower planning practices influence operational outcomes in tourism transport services.

This study focused on Southwest Tours (Boracay), Inc. (STBI), one of the leading tourism transport providers in the Visayas region. The company operates across multiple destinations including Boracay, Caticlan, Kalibo, Roxas, Iloilo, Bacolod, Cebu, and Bohol. Given its wide operational coverage and fluctuating customer demand, STBI provides an appropriate setting for examining the relationship between manpower planning and operational efficiency.

Anchored on the Human Resource Planning (HRP) Model and the Resource-Based View (RBV) Theory, this study examined how manpower planning practices such as demand forecasting, supply analysis, gap identification, action planning, and evaluation influence operational efficiency in terms of service timeliness, staff utilization, and responsiveness to customer demand.

Specifically, this study aimed to assess the relationship between manpower planning and operational efficiency at Southwest Tours (Boracay), Inc. The findings of the study may

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



provide valuable insights for improving workforce management practices and enhancing operational performance in tourism transport organizations.

Statement of the Problem

This study aimed to assess the impact of manpower planning on operational efficiency at Southwest Tours (Boracay), Inc. (STBI). Specifically, it sought to answer the following:

1. What is the extent of manpower planning practices implemented by STBI as perceived by the respondents in terms of:

- 1.1.1. Forecasting demand
- 1.1.2. Analyzing supply
- 1.1.3. Gap analysis
- 1.1.4. Action planning; and
- 1.1.5. Evaluation

2. What is the level of operational efficiency of STBI as perceived by the respondents in terms of:

- 2.1.1. Timeliness of services
- 2.1.2. Staff utilization; and
- 2.1.3. Responsiveness to customer demand

3. Is there a significant difference in the extent of manpower planning practices as perceived by the respondents when they are grouped according to:

- 3.1.1. Length of services
- 3.1.2. Job position; and

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



3.1.3. Branch location

4. Is there a significant difference in the level of operational efficiency of STBI, as perceived by the respondents, when they are grouped according to:

4.1.1. Length of services

4.1.2. Job position; and

4.1.3. Branch location

5. Is there a significant relationship between the extent of manpower planning practices and the level of operational efficiency of STBI as perceived by the respondents?

Null Hypotheses

The study is guided by the following hypotheses:

1. There is no significant difference in the extent of manpower planning practices as perceived by the respondents in terms of forecasting manpower demand, analyzing manpower supply, conducting gap analysis, implementing action planning, and evaluating manpower strategies when respondents are grouped according to length of service, job position, and branch location.

2. There is no significant difference in the level of perceived operational efficiency of STBI in terms of service timeliness, staff utilization, and responsiveness to customer demand when respondents are grouped according to length of service, job position, and branch location.

3. There is no significant relationship between the extent of manpower planning practices and the level of operational efficiency of STBI as perceived by the respondents.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Theoretical Framework

This study is anchored on the Human Resource Planning (HRP) Model and the Resource-Based View (RBV) Theory. These theories provide a framework for understanding how manpower planning influences operational efficiency in tourism transport organizations.

The Human Resource Planning (HRP) Model emphasizes the systematic process of forecasting workforce demand, analyzing labor supply, identifying staffing gaps, and implementing strategies to ensure that organizations maintain the appropriate number of employees with the required competencies. In service-oriented industries such as tourism and transportation, effective workforce planning is essential in ensuring timely service delivery and efficient workforce utilization.

Complementing the HRP Model is the Resource-Based View (RBV) Theory proposed by Barney (1991), which states that organizations achieve competitive advantage through the effective management of valuable organizational resources, including human capital. In tourism transport operations, employees play a significant role in service quality, operational performance, and customer responsiveness. Effective manpower planning enhances operational efficiency by improving staff deployment, service timeliness, and adaptability to changing customer demand.

Together, the HRP Model and RBV Theory explain how effective manpower planning practices contribute to improved operational efficiency in Southwest Tours (Boracay), Inc.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Conceptual Framework

This study is based on the premise that effective manpower planning contributes to improved operational efficiency in tourism transport organizations. Manpower planning served as the independent variable and included demand forecasting, supply analysis, gap identification, action planning, and evaluation.

Operational efficiency served as the dependent variable and was measured in terms of service timeliness, staff utilization, and responsiveness to customer demand. Employee classification variables such as length of service, job position, and branch location were treated as moderating variables that may influence the relationship between manpower planning and operational efficiency.

The framework illustrates how manpower planning practices affect operational efficiency within Southwest Tours (Boracay), Inc.

Employee classification variables – such as length of service, job position, and branch location – are incorporated as moderating variables. These factors may influence how manpower planning practices are implemented and how they affect operational outcomes, as differences in experience, role, and work environments can shape employees' perspectives and performance.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



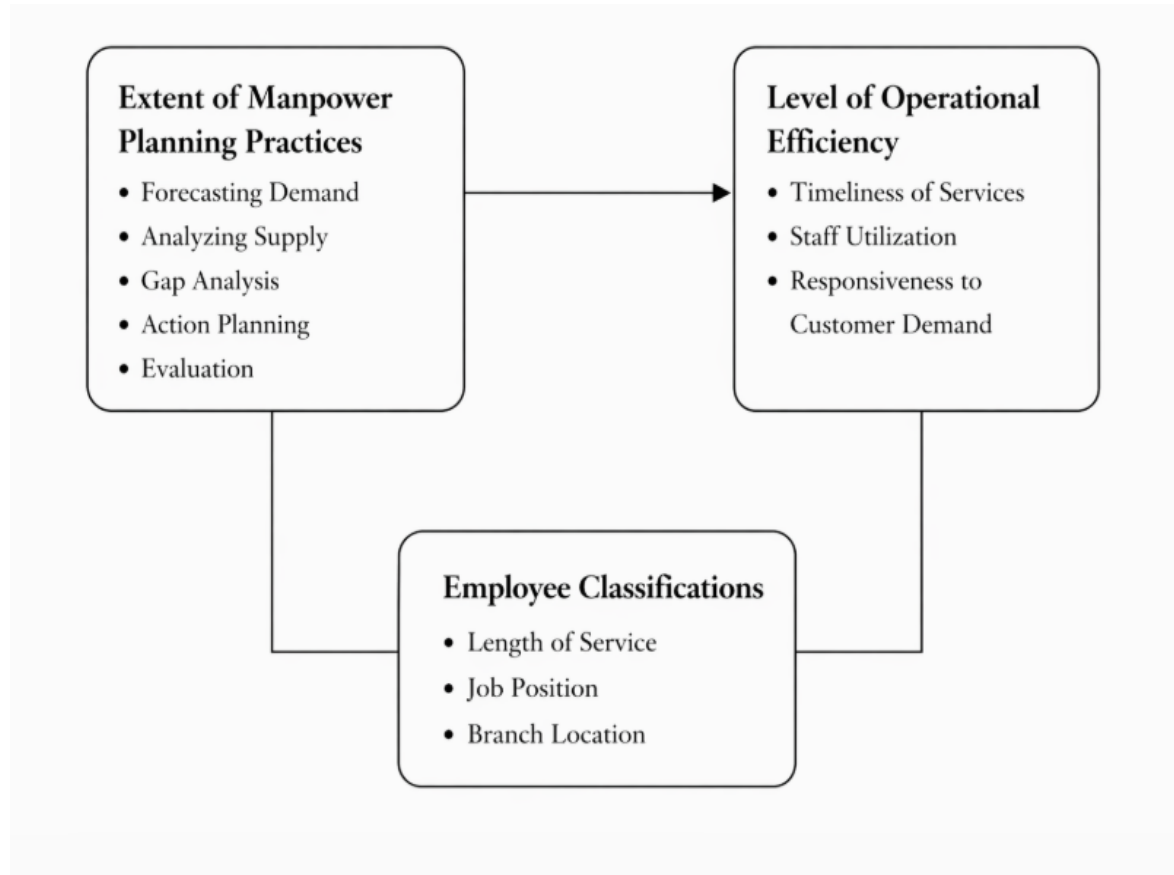


Figure 1. A Schematic Diagram showing the relationship between the variables

Significance of the Study

This study provides practical and academic insights into the relationship between manpower planning and operational efficiency in tourism transport organizations. The findings may help Southwest Tours (Boracay), Inc. improve workforce planning, staff deployment, and service delivery across its operations. Human resource practitioners, managers, and

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



supervisors may also utilize the results in developing effective staffing strategies that enhance operational performance and customer responsiveness.

Furthermore, the study contributes to the growing body of literature on strategic human resource management in the tourism industry. The findings may serve as a reference for future researchers conducting similar studies on manpower planning and operational efficiency in service-oriented organizations.

Scope and Limitation of the Study

This study examined the relationship between manpower planning practices and operational efficiency in Southwest Tours (Boracay), Inc. Specifically, it focused on manpower planning activities such as demand forecasting, supply analysis, gap identification, action planning, and evaluation, as well as operational efficiency indicators including service timeliness, staff utilization, and responsiveness to customer demand.

The respondents of the study consisted of managers, assistant managers, supervisors, and rank-and-file employees from the company's branches in Boracay, Caticlan, Kalibo, Roxas, Iloilo, Bacolod, Cebu, and Bohol. Data were gathered through a researcher-developed survey questionnaire using a quantitative approach.

The study was limited to internal organizational practices within Southwest Tours (Boracay), Inc. and did not include comparisons with other tourism transport organizations. In addition, the study relied on self-reported responses, which may be subject to individual interpretation and response bias.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Research Design

This study employed a descriptive-correlational quantitative research design. The descriptive component was used to assess the extent of manpower planning practices and operational efficiency in Southwest Tours (Boracay), Inc., particularly in terms of forecasting demand, supply analysis, gap identification, action planning, and evaluation, as well as service timeliness, staff utilization, and responsiveness to customer demand.

The correlational component was used to determine the relationship between manpower planning practices and operational efficiency without manipulating the variables. In addition, the study examined differences in perceptions when respondents were grouped according to length of service, job position, and branch location.

This design was appropriate for describing existing conditions and analyzing relationships among variables within the organizational setting.

Locale of the Study

The study was conducted at Southwest Tours (Boracay), Inc. (STBI), a tourism transport company in the Visayas region established in 1993. The company provides land and sea transport services for local and international tourists. Its main office is located in Kalibo, Aklan, with branches in Boracay, Roxas, Iloilo, Bacolod, Cebu, and Bohol.

Each branch plays a key role in service delivery by handling tourist transportation operations. The Human Resource Department at the head office oversees manpower planning, including recruitment, deployment, scheduling, and workforce evaluation.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Conducting the study across multiple branches allowed for a broader understanding of manpower planning practices and their impact on operational efficiency in different operational contexts.

Population and Sampling

The population of the study consisted of approximately 650 employees of Southwest Tours (Boracay), Inc. as of 2025, including managerial, supervisory, and rank-and-file personnel.

Stratified random sampling was used to ensure proportional representation of employee groups across branches. The population was grouped into managerial/supervisory employees and rank-and-file employees, and respondents were randomly selected within each stratum.

A total of 127 respondents participated in the survey. An additional 20 respondents were used for pilot testing and were excluded from the final analysis. This ensured balanced representation of both administrative and operational perspectives.

Data Gathering Instrument

The primary instrument used in this study was a researcher-made structured questionnaire designed to gather quantitative data on manpower planning practices and operational efficiency. The instrument utilized a four-point Likert scale ranging from 4 (Strongly Agree) to 1 (Strongly Disagree).

The questionnaire consisted of three parts. The first part collected the respondents' profile, including length of service, job position, and branch assignment.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



The second part measured the extent of manpower planning practices based on five dimensions: forecasting demand, supply analysis, gap analysis, action planning, and evaluation. This section contained 25 items adapted from the Human Resource Planning Model of Mathis and Jackson (2018).

The third part assessed operational efficiency in terms of service timeliness, staff utilization, and responsiveness to customer demand, consisting of 15 items.

Content Validity

Content validity was established to ensure that the instrument adequately measured the constructs of manpower planning practices and operational efficiency. The questionnaire was evaluated by three experts in Human Resource Management, Educational Research, and Psychology in terms of clarity, relevance, and comprehensiveness.

Each item was rated using a four-point scale. Items with mean ratings of 3.50 and above were retained, while those below were revised or removed based on expert recommendations. This process ensured that the instrument was valid and aligned with the objectives of the study.

Reliability

A pilot test was conducted among respondents with similar characteristics to the actual participants but excluded from the final survey. Internal consistency was measured using Cronbach's Alpha via SPSS version 20.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



The instrument obtained an overall Cronbach's Alpha of 0.91, indicating excellent reliability. In addition, a test-retest procedure using Pearson correlation yielded coefficients ranging from 0.72 to 0.88, confirming the stability of the instrument over time.

Data Gathering Procedure

Permission to conduct the study was obtained from the management of Southwest Tours (Boracay), Inc. Data were collected using self-administered questionnaires distributed both in printed and online formats depending on branch accessibility.

Respondents were oriented regarding the purpose of the study and assured of confidentiality and voluntary participation. Completed questionnaires were checked, encoded, and analyzed using SPSS version 20 in accordance with the research objectives and hypotheses.

Ethical Consideration

Ethical standards were strictly observed throughout the study. Participation was voluntary, and informed consent was secured from all respondents. Anonymity and confidentiality were ensured by excluding names or identifying information from the questionnaire.

Data were used solely for academic purposes and stored securely. The study also adhered to institutional research ethics guidelines, ensuring respect, integrity, and protection of respondents' rights.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Statistical Treatment

Data were analyzed using SPSS version 20. Descriptive statistics such as frequency, percentage, and weighted mean were used to describe respondent profiles and study variables.

Inferential statistics included Mann-Whitney U Test and Kruskal-Wallis H Test to determine differences among groups, and Spearman Rank-Order Correlation to assess the relationship between manpower planning practices and operational efficiency.

Mean Range	Verbal Interpretation Extent of Manpower Planning Practices	Level of Operational Efficiency
3.50 - 4.00	Highly Practiced	Highly Efficient
2.50 - 3.49	Moderately Practiced	Moderately Efficient
1.50 - 2.49	Less Practiced	Less Efficient
1.00 - 1.49	Not Practiced	Not Efficient

All statistical results were interpreted at a 0.05 level of significance to establish the presence of statistically meaningful relationships and differences among variables.

RESULTS AND DISCUSSION

I. Extent of Perceived Manpower Planning Practices

Table 1 presents the respondents' perception of manpower planning practices in Southwest Tours (Boracay), Inc. The overall result shows that manpower planning practices were moderately practiced.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Among the indicators, action planning obtained the highest mean (M = 3.50), interpreted as highly practiced. This suggests that the organization places strong emphasis on implementing immediate and practical strategies such as scheduling, task assignment, and workforce deployment to support daily operations.

In contrast, gap analysis obtained the lowest mean (M = 3.33), interpreted as moderately practiced. This indicates that systematic identification of workforce gaps between current capabilities and future needs may be less emphasized or less consistently applied across the organization.

The results imply that while STBI demonstrates strength in operational implementation, there is a need to further strengthen analytical components of manpower planning, particularly in gap analysis, to support more proactive workforce management.

Table 1

Extent of Perceived Manpower Planning Practices

Dimension	Grand Mean	Rank	Interpretation
Forecasting Demand	3.41	2	Moderately Practiced
Analyzing Supply	3.40	3	Moderately Practiced
Gap Analysis	3.33	5	Moderately Practiced
Action Planning	3.50	1	Highly Practiced
Evaluation	3.39	4	Moderately Practiced

3.50-4.00 Highly Practiced; 2.50-3.49 Moderately Practiced; 1.50-2.49 Less Practiced; 1.00-1.49 Not Practiced

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



A. Extent of Perceived Manpower Planning Practices in terms of Forecasting Demand

Table 2 presents the respondents' perception of manpower planning practices in terms of forecasting demand. The overall grand mean of 3.41 indicates that forecasting demand practices are moderately practiced, although the result is close to the "highly practiced" range, suggesting a relatively strong implementation within the organization.

Among the indicators, the consideration of customer volume in determining staffing needs obtained the highest mean ($M = 3.52$), interpreted as highly practiced. This reflects the organization's responsiveness to fluctuations in service demand, which is essential in maintaining operational efficiency in a tourism transport setting.

The lowest mean was observed in items related to workforce adjustment and alignment of staffing plans ($M = 3.37$), interpreted as moderately practiced, indicating areas where forecasting practices may still be improved.

Overall, the findings suggest that while STBI demonstrates strong capability in anticipating workforce demand, further improvement is needed in ensuring more consistent and adaptive forecasting strategies to support efficient manpower utilization.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Table 2

Extent of perceived manpower planning practices in terms of forecasting demand

Statement	Mean	Rank	Verbal Interpretation	SD
Grand Mean	3.41		Moderately Practiced	
1. The company accurately forecasts the number of employees needed for daily operations.	3.39	3	Moderately Practiced	0.50
2. Past records and previous experiences are used when planning future staffing needs.	3.40	2	Moderately Practiced	0.52
3. The company reviews customer volume when determining staffing needs	3.52	1	Highly Practiced	0.50
4. The company's staffing plans help avoid shortages or excess employees.	3.37	4.5	Moderately Practiced	0.50
5. Management adjusts manpower forecasts whenever demand changes.	3.37	4.5	Moderately Practiced	0.53

B. Extent of Perceived Manpower Planning Practices in terms of Analyzing Supply

Table 3 presents the respondents' perception of manpower planning practices in terms of analyzing workforce supply. The overall grand mean of 3.40 indicates that supply analysis practices are moderately practiced in Southwest Tours (Boracay), Inc.

The highest mean was observed in the identification of employees capable of taking on additional responsibilities (M = 3.45), suggesting that the organization effectively utilizes

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



workforce flexibility to meet operational demands. This reflects an adaptive approach to workforce management, which is important in service-oriented operations.

The lowest mean (M = 3.36) was recorded in the evaluation of employee skills in relation to job requirements, indicating that systematic skills matching may not be consistently emphasized across all units.

Overall, the findings suggest that while the organization demonstrates strength in maximizing available human resources, there is a need to further strengthen structured skills assessment to improve workforce alignment and operational efficiency.

Table 3

Extent of Perceived Manpower Planning Practices in terms of Analyzing Supply

Statement	Mean	Rank	Verbal Interpretation	SD
Grand Mean	3.40		Moderately Practiced	
1. The company regularly assesses the availability of current employees.	3.40	3	Moderately Practiced	0.53
2. Employee skills are evaluated to match job requirements.	3.36	5	Moderately Practiced	0.51
3. Staff capacity is reviewed during schedule planning.	3.44	2	Moderately Practiced	0.49

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



4. The organization identifies employees who can take on extra responsibilities.	3.45	1	Moderately Practiced	0.50
5. Workforce strengths and weaknesses are considered in manpower planning.	3.37	4	Moderately Practiced	0.59

C. Extent of Perceived Manpower Planning Practices in terms of Gap Analysis

Table 4 presents the respondents' perception of manpower planning practices in terms of gap analysis. The overall grand mean of 3.33 indicates that gap analysis practices are moderately practiced in Southwest Tours (Boracay), Inc., suggesting that workforce gap identification is implemented but not yet fully optimized.

The highest mean ($M = 3.43$) was observed in the use of staffing review results for decision-making, indicating that management utilizes existing workforce assessments in supporting personnel-related decisions. This reflects a degree of responsiveness to identified staffing conditions.

The lowest mean ($M = 3.26$) was recorded in the identification of skill gaps affecting service delivery, suggesting that competency gap analysis may not be consistently emphasized across all units.

Overall, the findings imply that gap analysis within the organization is more reactive than proactive. Strengthening systematic identification and assessment of workforce skill gaps may enhance manpower planning effectiveness and improve operational efficiency.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Table 4

Extent of Perceived Manpower Planning Practices in terms of Gap Analysis

Statement	Mean	Rank	Verbal Interpretation	SD
Grand Mean	3.33		Moderately Practiced	
1. The company identifies shortages or surpluses in manpower.	3.27	4	Moderately Practiced	0.55
2. Skill gaps affecting service delivery are clearly recognized.	3.26	5	Moderately Practiced	0.51
3. Management checks whether the available staff meet the required staffing level.	3.30	3	Moderately Practiced	0.54
4. Management takes action when manpower gaps are found.	3.38	2	Moderately Practiced	0.50
5. Results from staffing reviews are used when making decisions about employees.	3.43	1	Moderately Practiced	0.49

D. Extent of Perceived Manpower Planning Practices in terms of Action Planning

Table 5 presents the respondents' perception of manpower planning practices in terms of action planning. The overall grand mean of 3.50 indicates that action planning is highly

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



practiced in Southwest Tours (Boracay), Inc., suggesting strong implementation of manpower strategies to support operational needs.

The highest mean ($M = 3.58$) was observed in the conduct of training programs to address skill gaps, indicating that employee development is a priority strategy in enhancing workforce capability and service quality.

The lowest mean ($M = 3.42$) was recorded in the alignment of staffing plans with daily operational demands, suggesting that implementation of staffing strategies may not always fully match actual operational conditions.

Overall, the findings indicate that while the organization demonstrates strong capability in planning and developing manpower strategies, further improvement is needed in aligning and fully operationalizing these plans to ensure more efficient service delivery.

Table 5

Extent of Perceived Manpower Planning Practices in terms of Action Planning

Statement	Mean	Rank	Verbal Interpretation	SD
Grand Mean	3.50		Highly Practiced	
1. The company creates strategies to address manpower shortages.	3.52	2	Highly Practiced	0.51
2. Action plans are implemented to improve workforce capability.	3.51	3	Highly Practiced	0.51

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



3. Training programs are conducted to address skill gaps.	3.58	1	Highly Practiced	0.51
4. Management ensures that there are sufficient tools and support to follow staffing plans.	3.45	4	Moderately Practiced	0.53
5. Staffing plans match the needs of daily operations.	3.42	5	Moderately Practiced	0.51

E. Extent of Perceived Manpower Planning Practices in terms of Evaluation

Table 6 presents the respondents' perception of manpower planning practices in terms of evaluation. The overall grand mean of 3.39 indicates that evaluation practices are moderately practiced in Southwest Tours (Boracay), Inc., suggesting that workforce assessment activities are implemented but not yet fully optimized.

The highest mean (M = 3.44) was observed in the use of performance measures to evaluate employee performance, indicating that the organization applies a results-based approach in assessing workforce effectiveness.

The lowest means (M = 3.37) were recorded in areas related to employee feedback and the use of evaluation results for adjusting manpower plans, suggesting that feedback integration and continuous improvement practices may not be consistently applied.

Overall, the findings imply that while the organization demonstrates a structured approach to workforce evaluation, strengthening feedback mechanisms and ensuring that evaluation results are fully utilized in decision-making may further enhance manpower planning effectiveness and operational efficiency.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Table 6

Extent of Perceived Manpower Planning Practices in terms of Evaluation

Statement	Mean	Rank	Verbal Interpretation	SD
Grand Mean	3.39		Moderately Practiced	
1. The company evaluates the results of manpower planning efforts.	3.38	3	Moderately Practiced	0.53
2. Staff feedback is considered when reviewing manpower strategies.	3.37	4	Moderately Practiced	0.54
3. Adjustments are made when manpower plans are ineffective.	3.37	5	Moderately Practiced	0.51
4. Evaluation findings are used to improve manpower planning.	3.39	2	Moderately Practiced	0.55
5. The company uses performance measures to evaluate how well staff are working.	3.44	1	Moderately Practiced	0.54

LEVEL OF PERCEIVED OPERATIONAL EFFICIENCY

Table 7 presents the respondents' perception of the operational efficiency of Southwest Tours (Boracay), Inc. The overall findings indicate that the organization is moderately efficient, suggesting that operational activities are generally performed effectively, although certain areas still require improvement.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Among the dimensions, responsiveness to customer demand obtained the highest mean (M = 3.47), followed by timeliness of service (M = 3.45), both interpreted as moderately efficient. These findings indicate that the organization is relatively effective in responding to customer needs and delivering services within an acceptable timeframe, which are important indicators of service quality in tourism transport operations.

In contrast, staff utilization obtained the lowest mean (M = 3.30), suggesting possible inefficiencies in workload distribution, task assignment, or alignment of employee skills with job responsibilities.

Overall, the findings imply that while Southwest Tours (Boracay), Inc. demonstrates strength in customer responsiveness and service delivery, improvements in workforce utilization may further enhance operational efficiency and organizational performance.

Table 7

Level of Perceived Operational Efficiency

Dimension	Grand Mean	Rank	Interpretation
Timeliness of Services	3.45	2	Moderately Efficient
Staff Utilization	3.30	3	Moderately Efficient
Responsiveness to Customer Demand	3.47	1	Moderately Efficient

3.50-4.00 Highly Efficient; 2.50-3.49 Moderately Efficient; 1.50-2.49 Less Efficient; 1.00-1.49

Not Efficient

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



F. Level of Perceived Operational Efficiency in terms of Timeliness of Services

Table 8 presents the respondents' perception of operational efficiency in terms of timeliness of services. The overall grand mean of 3.45 indicates that the organization is moderately efficient in delivering services within the expected timeframe.

The highest mean (M = 3.47) was observed in the timely delivery of services, suggesting that the organization has established procedures that support efficient service operations under normal conditions.

The lowest mean (M = 3.16) was recorded in maintaining optimal customer waiting time, indicating that delays may still occur during peak periods or under operational constraints.

Overall, the findings suggest that while Southwest Tours (Boracay), Inc. demonstrates satisfactory efficiency in service timeliness, further improvements in managing customer waiting time and minimizing delays may enhance operational performance and service quality.

Table 8

Level of Perceived Operational Efficiency in terms of timeliness of services

Statement	Mean	Rank	Verbal Interpretation	SD
Grand Mean	3.45		Moderately Efficient	
1. Services are delivered within the expected time frame.	3.47	1	Moderately Efficient	0.53
2. Staff responds quickly during peak hours.	3.38	3	Moderately Efficient	0.50
3. Delays in operations are minimized.	3.29	4	Moderately Efficient	0.58

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



4. Customer waiting time remains acceptable.	3.16	5	Moderately Efficient	0.58
5. The service process maintains consistent timeliness.	3.40	2	Moderately Efficient	0.50

G. Level of Perceived Operational Efficiency in terms of Staff Utilization

Table 9 presents the respondents' perception of operational efficiency in terms of staff utilization in Southwest Tours (Boracay), Inc. The overall grand mean of 3.30 indicates that staff utilization is moderately efficient, suggesting that workforce allocation is generally effective but may still be improved.

The highest mean (M = 3.40) was observed in the assignment of employees to tasks that support smooth operations, indicating that management demonstrates effectiveness in deploying personnel according to operational requirements.

The lowest mean (M = 3.18) was recorded in workload balance, suggesting that employees may occasionally experience overutilization or underutilization in certain operational situations.

Overall, the findings indicate that while the organization demonstrates reasonable efficiency in workforce utilization, improving workload distribution and aligning employee capabilities with assigned tasks may further enhance operational efficiency and organizational performance.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Table 9

Level of Perceived Operational Efficiency in terms of Staff Utilization

Statement	Mean	Rank	Verbal Interpretation	SD
Grand Mean	3.30		Moderately Efficient	
1. Staff assignments match actual workload needs.	3.31	3	Moderately Efficient	0.54
2. Work schedules maximize staff utilization.	3.37	2	Moderately Efficient	0.48
3. Employees are neither overworked nor underutilized.	3.18	5	Moderately Efficient	0.64
4. Employees are assigned to tasks in a way that makes work run smoothly	3.40	1	Moderately Efficient	0.55
5. Tasks are evenly balanced among employees.	3.26	4	Moderately Efficient	0.60

H. Level of Perceived Operational Efficiency in terms of Responsiveness to Customer Demand

Table 10 presents the respondents' perception of operational efficiency in terms of responsiveness to customer demand in Southwest Tours (Boracay), Inc. The overall grand mean of 3.47 indicates that responsiveness to customer demand is moderately efficient, suggesting that the organization is generally capable of addressing customer needs in a timely and effective manner.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



The highest mean ($M = 3.54$) was observed in providing immediate assistance to customers, indicating that the organization prioritizes prompt service and responsiveness to customer concerns.

The lowest mean ($M = 3.42$) was recorded in adapting to sudden increases in customer demand and minimizing service delays, suggesting that operational adjustments during peak demand periods may still require improvement.

Overall, the findings indicate that while Southwest Tours (Boracay), Inc. demonstrates satisfactory responsiveness to customer demand, enhancing its ability to manage demand fluctuations and reduce service delays may further improve operational efficiency and service quality.

Table 10

Level of Perceived Operational Efficiency in terms of Responsiveness to Customer Demand

Statement	Mean	Rank	Verbal Interpretation	SD
Grand Mean	3.47		Moderately Efficient	
1. Staffing levels adjust based on customer volume.	3.49	2.5	Moderately Efficient	0.54
2. Employees respond promptly to customer requests.	3.49	2.5	Moderately Efficient	0.50
3. The company adapts quickly to sudden increases in demand.	3.42	4.5	Moderately Efficient	0.49

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



4. Customers receive immediate assistance when needed.	3.54	1	Highly Efficient	0.50
5. Staff provide service without unnecessary delays.	3.42	4.5	Moderately Efficient	0.51

DIFFERENCE IN THE EXTENT OF PERCEIVED MANPOWER PLANNING PRACTICES WHEN RESPONDENTS ARE GROUPED ACCORDING TO LENGTH OF SERVICE, JOB POSITION, AND BRANCH LOCATION

Table 11 presents the results of the Kruskal-Wallis test examining differences in the perceived extent of manpower planning practices when respondents are grouped according to length of service, job position, and branch location.

The findings revealed significant differences in forecasting demand ($\chi^2 = 10.87, p = 0.01$) and evaluation ($\chi^2 = 10.05, p = 0.01$) when respondents were grouped according to length of service. This indicates that employees' perceptions of these manpower planning practices vary depending on their tenure in the organization. Employees with longer service may possess greater exposure to workforce planning activities, influencing their understanding and perception of these practices.

In terms of job position, a significant difference was found only in evaluation ($\chi^2 = 9.71, p = 0.02$), suggesting variations in perception between managerial and non-managerial employees regarding manpower planning evaluation practices.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



No significant differences were found across branch locations, indicating that employees from different branches generally share similar perceptions regarding the implementation of manpower planning practices.

Pairwise comparison results further revealed significant differences between employees with 1–3 years and 4–6 years of service in forecasting demand ($W = 4.448$, $p = 0.009$) and evaluation ($W = 3.810$, $p = 0.036$). This suggests that employees with moderate organizational experience demonstrate different levels of awareness and involvement in manpower planning practices compared to those with shorter tenure.

Overall, the findings imply that employees’ perceptions of manpower planning practices are influenced more by organizational experience and position than by branch assignment.

Table 11

Significant Difference in the Extent of Perceived Manpower Planning Practices when Respondents are grouped according to Length of Service, Job Position, and Branch Location

	Forecasting Demand		Analyzing Supply		Gap Analysis		Action Planning		Evaluation	
	χ^2	p	χ^2	p	χ^2	p	χ^2	p	χ^2	p
	10.87	0.01	3.75	0.29	4.60	0.20	5.68	0.12	10.05	0.01
Job Position	2.17	0.53	3.63	0.30	3.72	0.29	7.11	0.06	9.71	0.02
Branch Location	7.27	0.06	2.87	0.41	0.69	0.87	4.79	0.18	5.79	0.12

Significant at $p \leq 0.05$

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
 Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
 Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



DIFFERENCE IN THE LEVEL OF PERCEIVED OPERATIONAL EFFICIENCY WHEN RESPONDENTS ARE GROUPED ACCORDING TO THEIR LENGTH OF SERVICE, JOB POSITION, AND BRANCH LOCATION

Table 12 presents the Kruskal-Wallis test results examining differences in the perceived level of operational efficiency when respondents are grouped according to length of service, job position, and branch location.

The findings revealed a significant difference in staff utilization ($\chi^2 = 15.23, p = 0.02$) when respondents were grouped according to length of service. This indicates that employees with varying organizational tenure perceive differences in how workforce allocation and utilization are implemented within the organization.

A significant difference was also found in responsiveness to customer demand ($\chi^2 = 8.34, p = 0.03$) when grouped according to job position, suggesting that employees in different organizational roles vary in their perception of the organization's responsiveness to customer needs.

No significant differences were found across branch locations, indicating that employees from different branches generally share similar perceptions regarding operational efficiency.

Pairwise comparison results further revealed significant differences in staff utilization between employees with less than one year of service and those with seven years and above ($W = 4.612, p = 0.006$), as well as between employees with 1–3 years of service and those with seven years and above ($W = 4.896, p = 0.003$). These findings suggest that employees with

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



longer organizational experience perceive staff utilization differently from those with shorter tenure.

Overall, the results imply that perceptions of operational efficiency are influenced more by organizational experience and job position than by branch assignment.

Table 12

Significant Difference in the Level of Perceived Operational Efficiency when respondents are grouped according to their Length of Service, Job Position, and Branch Location

	Timeliness of Services		of Staff Utilization		Responsiveness to Customer Demand	
	χ^2	<i>p</i>	χ^2	<i>p</i>	χ^2	<i>p</i>
Length of Service	4.02	0.25	15.23	0.02	3.79	0.28
Job Position	3.49	0.32	3.94	0.26	8.34	0.03
Branch Location	3.99	0.26	1.59	0.66	1.25	0.74

RELATIONSHIP BETWEEN THE EXTENT OF PERCEIVED MANPOWER PLANNING PRACTICES AND THE LEVEL OF PERCEIVED OPERATIONAL EFFICIENCY

Table 13 presents the Spearman rho correlation analysis examining the relationship between manpower planning practices and operational efficiency in Southwest Tours (Boracay), Inc.

The results revealed that all dimensions of manpower planning have significant positive relationships with operational efficiency, as indicated by p-values less than 0.05. This suggests

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



that effective manpower planning contributes to improved organizational operations and service performance.

Among the dimensions, gap analysis demonstrated the strongest relationship with operational efficiency ($\rho = 0.751$), followed by analyzing supply ($\rho = 0.707$) and evaluation ($\rho = 0.655$). These findings indicate that effective workforce assessment, alignment, and evaluation are important factors in enhancing operational efficiency.

Meanwhile, action planning showed a moderate positive relationship ($\rho = 0.592$), suggesting that workforce planning strategies also contribute to operational performance.

Overall, the findings imply that effective manpower planning plays a significant role in improving operational efficiency in the tourism transport sector.

Table 13

Significant Relationship between the Extent of Manpower Planning Practices and the Level of Operational Efficiency of STBI as perceived by the Respondents

	Spearman Correlation Coefficient	rho	p	Degree of Relationship
Forecasting Demand	0.612		0.00*	Strong
Analyzing Supply	0.707		0.00*	Strong
Gap Analysis	0.751		0.00*	Strong
Action Planning	0.592		0.00*	Moderate
Evaluation	0.655		0.00*	Strong

**Significant at $p \leq 0.05$*

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Summary

This study examined the impact of manpower planning on operational efficiency in Southwest Tours (Boracay), Inc. (STBI). Specifically, it assessed the extent of manpower planning practices, the level of operational efficiency, the differences in respondents' perceptions when grouped according to profile variables, and the relationship between manpower planning practices and operational efficiency.

A quantitative descriptive-correlational research design was utilized in the study. Data were gathered through a structured survey questionnaire administered to 127 employees from various branches and job positions of the organization. The collected data were analyzed using weighted mean, Kruskal-Wallis test, and Spearman rho correlation.

Findings

1. The findings revealed that manpower planning practices in Southwest Tours (Boracay), Inc. were generally moderately practiced. Among the dimensions, action planning obtained the highest mean, while gap analysis recorded the lowest mean. This indicates that the organization demonstrates consistent implementation of manpower planning activities, although certain areas still require improvement.
2. The level of operational efficiency was generally perceived as moderately efficient. Responsiveness to customer demand obtained the highest mean, followed by timeliness of service, while staff utilization obtained the lowest mean. These findings

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



suggest that the organization performs effectively in customer service and service delivery, although workforce allocation and utilization may still be enhanced.

3. Significant differences in manpower planning practices were found in forecasting demand and evaluation when respondents were grouped according to length of service. A significant difference was also observed in evaluation when grouped according to job position. However, no significant differences were found across branch locations.
4. Significant differences in operational efficiency were identified in staff utilization when respondents were grouped according to length of service, and in responsiveness to customer demand when grouped according to job position. No significant differences were found across branch locations.
5. The results further revealed that manpower planning practices have significant positive relationships with operational efficiency. Gap analysis showed the strongest relationship, followed by analyzing supply and evaluation, while action planning demonstrated a moderate positive relationship. These findings indicate that effective manpower planning contributes significantly to improved operational efficiency in the organization.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Conclusion

The findings of the study indicate that manpower planning practices in Southwest Tours (Boracay), Inc. are generally implemented at a moderate level, with action planning emerging as the most established dimension. This suggests that the organization demonstrates capability in implementing workforce strategies; however, certain manpower planning processes still require improvement and optimization.

Similarly, the organization's operational efficiency was perceived to be moderately efficient, particularly in terms of responsiveness to customer demand and timeliness of service. Nevertheless, staff utilization remains an area that requires further enhancement to maximize workforce productivity and operational performance.

The study further revealed that employees' perceptions of manpower planning practices and operational efficiency vary according to length of service and job position, indicating that organizational experience and role influence employees' understanding and evaluation of workforce practices and operational activities. In contrast, the absence of significant differences across branch locations suggests consistency in the implementation of organizational policies and operational procedures.

Most importantly, the study confirmed a significant positive relationship between manpower planning practices and operational efficiency. This implies that effective manpower planning contributes substantially to improved workforce utilization, service delivery, and overall organizational performance within the tourism transport sector.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



REFERENCES

- Abadilla, J. L., Santos, M. R., & Dela Cruz, P. T. (2023). Training initiatives and operational performance of transport cooperatives in the Philippines. *Journal of Transportation and Development Studies*, 18(2), 55–68.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Aydin, O., Karaarslan, E., & Narin, N. G. (2024). Artificial intelligence, VR, AR and metaverse technologies for human resources management. *arXiv*.
<https://doi.org/10.48550/arXiv.2406.15383>
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Baum, T., Kralj, A., Robinson, R., & Solnet, D. (2017). Tourism workforce research: A review, taxonomy and agenda. *Annals of Tourism Research*, 65, 1–22.
- Bertalanffy, L. von. (1968). *General system theory: Foundations, development, applications*. George Braziller.
- Browne, M., Allen, J., & Leonardi, J. (2020). Evaluating the use of workforce planning in logistics operations. *Transportation Research Part E*.
- Burack, E. H., Napier, N., Butler, J. E., & Ferris, G. R. (1992). Strategy and human resource management. *Industrial and Labor Relations Review*, 45(2), 395.
<https://doi.org/10.2307/2524857>

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Campo, C., Nuestro, K., De Guzman, R., Srechomphoo, D. M., Tamboong, F., Mayot, M., & Saless, R. (2025). Workplace competency of tourism management graduates: A qualitative employer feedback study. *Journal of Tertiary Education and Learning*, 3(2), 121–130. <https://doi.org/10.54536/jtel.v3i2.5087>

Chase, R. B., Aquilano, N. J., & Jacobs, F. R. (2021). *Operations management for competitive advantage*. McGraw-Hill.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.

Daft, R. L. (2021). *Organization theory and design* (13th ed.). Cengage Learning.

Dessler, G. (2020). *Human resource management* (16th ed.). Pearson Education.

Desucatan, J., Janaban, R., & Martir, M. (2024). The influence of compensation and recognition on employee performance in private companies in Bacolod City. *Philippine Journal of Business and Management Studies*, 9(1), 45–58.

Fiedler, F. E. (1964). A contingency model of leadership effectiveness. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 1, pp. 149–190). Academic Press.

Galvez, R., Katon, P., & Valdez, J. (2025). Determinants of commuter satisfaction and operational efficiency among public utility buses in Quezon City. *Asia-Pacific Transport Research Journal*, 12(3), 221–235.

Gross, D., Shortle, J. F., Thompson, J. M., & Harris, C. M. (2018). *Fundamentals of queueing theory* (5th ed.). Wiley.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Heizer, J., Render, B., & Munson, C. (2020). *Operations management* (13th ed.). Pearson Education.

Hermawati, A., Firmansyah, D., & Saputra, I. (2020). Human resource practices and their impact on innovation and performance in tourism MSMEs. *International Journal of Tourism and Hospitality Management*, 5(4), 210–226.

Hermawati, A., Wahyudi, A., & Nugroho, Y. (2020). The influence of training, job satisfaction, and organizational commitment on employee performance: Evidence from tourism MSMEs in Indonesia. *International Journal of Management and Applied Research*, 7(3), 231–243. <https://doi.org/10.18646/2056.73.20-018>

Hermawati, A., Alamsyah, D. P., & Ratnawati, I. (2020). The impact of human resource management practices on employee satisfaction and organizational performance. *Management Science Letters*, 10(15), 3523–3530. <https://doi.org/10.5267/j.msl.2020.5.001>

Ivanov, D., & Sokolov, B. (2019). Adaptive supply chain planning under uncertainty. *International Journal of Production Research*.

Martinez, R. P. (2022). Training investments and service quality performance among tourism workers in developing economies. *Journal of Tourism and Human Resource Development*, 10(1), 44–58.

Mertens, B., Lopez, A., & Diaz, R. (2023). Optimizing workforce scheduling and operational reliability in public transport systems. *Transport Management Review*, 31(2), 85–104. <https://doi.org/10.1080/2331234X.2023.1178549>

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Mertens, L., Wolbeck, L.-A., Rößler, D., Xie, L., & Kliewer, N. (2023). An overview of optimization approaches for scheduling and rostering resources in public transportation [Preprint]. *arXiv*. <https://doi.org/10.48550/arXiv.2310.13425>

Mondy, R. W., & Martocchio, J. J. (2016). *Human resource management* (14th ed.). Pearson Education.

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Fundamentals of human resource management* (9th ed.). McGraw-Hill.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.

Polinar, M. A. N., Nardo, G. O., Delantar, A. F. A., & Buntiago, J. L. G. (2023). Training and development of the rank-and-file employees among selected hotels in Cebu City. *International Journal of Multidisciplinary: Applied Business and Education Research*, 3(7). <https://doi.org/10.11594/ijmaber.03.07.11>

Ramirez, C. A. A., Janaban, A. A., & Martir, E. M. (2025). Digital transformation in the hospitality industry: Its influence in organizational culture and service quality. *International Journal of Science and Management Studies*, 8(5), 150–173. <https://doi.org/10.51386/25815946/ijsms-v8i5p109>

Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior* (18th ed.). Pearson Education.

Samwel, J. O. (2018). Human resource planning as an important practice to anticipate future human resource requirements of the organization. *International Journal of Human Resource Studies*, 8(3), 24–30.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza



Schuler, R. S., & Jackson, S. E. (2019). *Human resource management and organizational effectiveness*. Wiley.

Sihombing, P., Tambunan, R., & Lubis, D. (2025). Employee performance management systems and operational outcomes in Indonesian transport firms. *Journal of Transport and Logistics Studies*, 22(1), 15–27.

Tabasa, C. S., Polinar, M. A. N., Delantar, A. F., & Ouano, C. L. (2023). Training and development in employee retention and organizational effectiveness at a manufacturing firm in Naga City, Cebu, Philippines. *International Journal of Multidisciplinary: Applied Business and Education Research*, 6(6).
<https://doi.org/10.11594/ijmaber.06.06.09>

Tayco, A. (2022). Human resource management practices and organizational performance of accommodation facilities in Central Philippines [Unpublished master's thesis]. Cebu Normal University.

Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2020). *Human resource management* (11th ed.). Pearson Education.

University of the Philippines Center for Integrative and Development Studies. (2024). *Assessment of organizational capacity under the PUV Modernization Program*.
<https://cids.up.edu.ph/publications/>

Wardhana, D., Sudiari, I., & Sengkey, A. (2024). Strategic HR management and service delivery performance in tourism-based transport companies. *Journal of Tourism and Service Innovation*, 16(1), 59–73.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume VII, Issue IV

May 2026

Available online at <https://www.instabrightgazette.com>



Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: Putting human back into strategic human resource management. *Human Resource Management Journal*, 21(2), 93–104.

Zhang, Y., Liu, X., & Wang, J. (2021). Data-driven manpower scheduling models for optimizing resource allocation in service operations. *International Journal of Industrial Engineering and Management Science*, 14(3), 145–160.



Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Ma. Rhoda E. Panganiban, Rjay C. Calaguas,
Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto, Jerico N. Mendoza
