



TALENT ACQUISITION THROUGH A MANPOWER AGENCY: AN EXPLORATORY INQUIRY

YZA BRENIELLA R. EZAR

Student Researcher

Aklan Catholic College

brenezar@gmail.com

ABSTRACT

This qualitative descriptive-exploratory study examined talent acquisition through manpower agencies and its implications for task efficiency among selected establishments in Kalibo and Boracay Island, Aklan. Guided by the Resource-Based View, Human Capital Theory, and Scientific Management Theory, the study explored the reasons for adopting manpower agencies, the benefits gained, the challenges encountered, and their overall effect on task efficiency. Data were collected through semi-structured interviews with three managers from the hotel, fast-food, and mall sectors who directly oversee agency-hired employees.

Thematic analysis revealed that establishments engage manpower agencies primarily to streamline recruitment processes, reduce administrative and managerial burden, and access a ready manpower pool. Findings further indicated benefits such as workforce flexibility, reduced financial and legal responsibilities, and improved focus on core operations. However, challenges emerged in the form of inconsistent task performance, frequent monitoring requirements, and gaps in onboarding.

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



Despite these challenges, the study confirms that manpower agencies generally support task efficiency by reducing supervisory workload and enhancing operational responsiveness.

Keywords: *Manpower Agency, Task Efficiency, Talent Acquisition, Operational Monitoring*

INTRODUCTION

In contemporary organizations, one of the primary challenges in the labor market is attracting, selecting, and retaining qualified employees. Human capital is considered one of the most valuable organizational assets because it directly influences productivity, competitiveness, and long-term success Gary Becker (Becker, 1993). However, many organizations experience difficulties in recruiting suitable employees due to time constraints, rapidly changing industry demands, and limited internal recruitment capacities (Cappelli, 2001). In response to these challenges, manpower agencies have emerged as a strategic solution for workforce acquisition and management.

Many companies have increasingly adopted manpower outsourcing through third-party staffing agencies, which function as intermediaries between employers and job seekers. These agencies facilitate the recruitment process by sourcing, screening, and evaluating applicants to identify candidates whose qualifications align with organizational requirements Michael A. Hitt (Holcomb & Hitt, 2007). Through systematic recruitment and selection procedures, manpower agencies contribute to improving the efficiency and effectiveness of talent acquisition processes (Elmuti, 2003).

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 concept of talent acquisition extends beyond traditional recruitment practices. It encompasses a strategic approach to identifying, attracting, developing, and retaining highly qualified individuals who can contribute to sustainable organizational growth David G. Collings (Collings & Mellahi, 2009). Through manpower agencies, employers gain access to a broader pool of potential candidates, including both active and passive job seekers (Bersin, 2012). Despite these advantages, concerns remain regarding the sustainability, reliability, and overall effectiveness of manpower agencies in talent acquisition, particularly in relation to talent quality, employee retention, and alignment with organizational culture.

Although numerous studies have examined manpower outsourcing and talent acquisition, limited research has focused on the context of Aklan and Boracay. In rural areas such as Aklan, manpower outsourcing remains relatively underexplored and less commonly practiced compared to urban centers. The relatively limited labor market and employment opportunities may reduce the perceived need for organizations to outsource recruitment and other non-core functions. According to Gary Dessler (2017), outsourcing human resource functions is more prevalent in organizations with established structures and sufficient resources, characteristics more commonly associated with urban economies.

Another significant factor influencing recruitment practices in rural communities is the prevalence of close-knit social networks. Mark Granovetter (1973) emphasized that employment opportunities in smaller communities are often facilitated through interpersonal relationships and informal social networks. Such cultural dynamics may discourage the use of

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



external manpower agencies, as employers tend to prioritize trust, familiarity, and community connections over formal recruitment channels.

This study is anchored on the Resource-Based View, Human Capital Theory, and Scientific Management Theory. These theories collectively explain the strategic value of human resources, the contribution of employee competencies to organizational productivity, and the importance of efficient workforce allocation in achieving operational effectiveness. Given these gaps in the literature, this study aims to conduct an exploratory inquiry into talent acquisition through manpower agencies within the context of Aklan and Boracay. Specifically, the study seeks to understand how manpower agencies contribute to organizational efficiency and workforce management from the perspectives of employers and supervisors.

Research Purpose Statement

This study aimed to explore the reasons, benefits, challenges, and effects on task efficiency associated with talent acquisition through manpower agencies among selected establishments in Kalibo and Boracay Island.

Research Question

This study aimed to answer the following questions:

1. What are the reasons why establishments acquire talents through a manpower agency?
2. What benefits do establishments gain from acquiring talents through a manpower agency?

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. What challenges do establishments encounter from acquiring talents through a manpower agency?
4. How does talent acquisition through a manpower agency affect the task efficiency of the establishment?
5. Based on the results of the study, what infographics can be developed?

Significance of the Study

The findings of this study may provide valuable insights for establishments, manpower agencies, and future researchers regarding the role of manpower agencies in improving recruitment efficiency and workforce management.

For establishments, the study may support better decision-making in workforce planning, cost efficiency, and recruitment strategy development by highlighting the advantages and limitations of agency-based hiring.

For manpower agencies, the findings may serve as a basis for improving recruitment practices, candidate screening, client coordination, and post-deployment support to enhance service effectiveness.

For researchers, this study contributes to the growing body of literature on talent acquisition and manpower outsourcing, particularly within rural and tourism-driven contexts such as Aklan and Boracay.

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



Scope and Limitation of the Study

This study focused on exploring talent acquisition through manpower agencies and its implications for task efficiency in selected establishments in Kalibo and Boracay Island. Specifically, it examined the reasons establishments engage manpower agencies, the benefits derived from such arrangements, the challenges encountered, and the overall effect on task efficiency.

The participants of the study were limited to supervisors and/or managers from establishments in the hotel, fast-food, and retail (mall) sectors that utilize manpower agency services. The use of a small, purposively selected sample was appropriate for the qualitative exploratory nature of the study but limits the generalizability of the findings to other industries and locations.

Furthermore, the study relied on self-reported data gathered through semi-structured interviews. As such, responses may be influenced by individual perceptions and subjective experiences. Despite these limitations, the study provides meaningful insights into manpower agency practices and their operational implications within the selected context.

MATERIALS AND METHODS

Research Design

This study employed a qualitative descriptive-exploratory research design to examine the effectiveness of talent acquisition through manpower agencies and its relevance to task efficiency among establishments operating in Kalibo and Boracay Island. This research design

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



enabled the researcher to conduct an in-depth analysis of existing manpower acquisition practices, emerging patterns, and contextual factors influencing staffing solutions within the selected areas.

A qualitative approach was considered appropriate because the study aimed to gain a deeper understanding of the experiences, perceptions, and practices of employers and supervisors regarding the use of manpower agencies. Qualitative research allows researchers to explore participants' perspectives and interpretations in their natural settings, thereby providing comprehensive insights into organizational practices and workforce management.

The descriptive-exploratory design was specifically utilized to identify recurring themes, patterns, and insights related to talent acquisition practices that may not yet be extensively discussed in existing literature. This approach enabled the researcher to explore the phenomenon in a flexible and open-ended manner while generating detailed descriptions of participants' experiences and observations.

Furthermore, the study went beyond merely describing observable recruitment practices by examining the underlying factors influencing talent acquisition decisions and their implications for task efficiency. Through this approach, the researcher was able to develop a more contextualized understanding of how manpower agencies contribute to organizational operations, workforce flexibility, and overall performance efficiency within establishments in Kalibo and Boracay Island.

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



Sampling, Participants, and Setting

This study employed a purposive sampling technique to identify individuals who possessed relevant experiences and insights aligned with the objectives of the research. Purposive sampling is a non-probability sampling method commonly used in qualitative research because it enables researchers to deliberately select participants who can provide rich, detailed, and meaningful information regarding the phenomenon under investigation.

A total of three (3) participants were included in the study. The sample size was considered appropriate for an exploratory qualitative inquiry because it allowed for in-depth data collection and detailed exploration of participants' experiences and perspectives. The participants were selected based on their direct involvement in supervising employees hired through manpower agencies, ensuring that the information gathered was relevant to the study objectives.

The adequacy of the sample size is supported by John W. Creswell (2013), who explained that qualitative studies, particularly phenomenological and case-oriented inquiries, may involve approximately three to ten participants when individuals share common experiences related to the phenomenon being examined. Creswell further emphasized that smaller sample sizes enable researchers to conduct deeper analysis and generate detailed narratives.

Similarly, Sarah J. Tracy (2020) noted that qualitative research prioritizes the richness and sufficiency of data rather than the quantity of participants. According to Tracy, a small number of participants may be adequate provided that the collected data are meaningful,

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



comprehensive, and capable of achieving data sufficiency or saturation. In this context, the credibility of qualitative findings depends more on the depth and quality of the information obtained than on the numerical size of the sample.

Moreover, Michael Quinn Patton (2015) emphasized that there are no fixed rules regarding sample size in qualitative research. Instead, the focus should be on selecting information-rich participants who can provide valuable insights into the phenomenon under investigation. Thus, the inclusion of three participants was deemed acceptable for this exploratory study because the participants were capable of providing comprehensive and relevant experiences regarding talent acquisition through manpower agencies.

The participants of the study were immediate supervisors who directly managed agency-hired employees such as security guards, housekeepers, bartenders, cashiers, and service crew personnel. Their positions allowed them to provide firsthand insights regarding the operational benefits, challenges, and efficiency of manpower agency practices.

The participants are described as follows:

- **Participant 1** was a female head cashier employed in a five-star hotel in Boracay Island. She had been employed in the establishment for seven years.
- **Participant 2** was a female manager working in a fast-food chain located in Kalibo. She had been employed in the establishment for one year and six months.
- **Participant 3** was a female mall supervisor in Kalibo who had been employed in the establishment for three years.

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 study was conducted in selected establishments, including a hotel, a mall, and a fast-food chain located in Kalibo and Boracay Island.

These areas were selected because of their significance as major centers of economic and employment activity within the province of Aklan. Kalibo, as the provincial capital, hosts several manpower agencies that provide staffing services to various commercial and service-oriented establishments. Meanwhile, Boracay Island, being an internationally recognized tourist destination, has a high demand for skilled and semi-skilled workers in the hospitality and service industries. These characteristics make the selected locations appropriate settings for examining talent acquisition practices through manpower agencies.

Data Gathering Instrument

The study was primarily through interview as the main data gathering instrument with an interview guide. Interviews were important in qualitative research, so that it would capture the participants live experiences, viewpoints, and meanings that were in relation in investigation. According to the principles of Moustakas (1994), the use of interviews supports inquiry by enabling the researcher to explore the essence of participants' experiences through dialogue. The flexible nature of the interview guide also allowed for probing questions, giving the researcher the opportunity to clarify responses and uncover deeper insights.

Data Gathering Procedure

The researcher sought approval from the research adviser and panel to ensure that the study adheres to academic and ethical standards. Once the approval was granted, letters

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



of permission were sent to establishments to formally request their participation in the study.

The participants had option to sign the Informed Consent Form.

Upon receiving consent, the researcher scheduled and conducted semi-structured interviews with the participants, in person or through online platforms, depending on availability and convenience. During each interview, the researcher recorded and took notes to ensure accuracy and completeness of data.

Data Analysis Procedure

After the interviews, the recorded responses were transcribed in verbatim and subjected to coding and categorization based on emerging patterns and themes. This process allowed the researcher to identify significant insights related to talent acquisition through manpower agencies and task efficiency.

The researcher used the Thematic Analysis method to guide the data analysis in identifying and analyzing patterns in a flexible approach.

Thematic Analysis (TA) is a qualitative analytic method used to identify, analyze, and report patterns or themes within data. The researcher was able organize and describe data in rich detail while also allowing for the interpretation of various aspects of the research topic. Essentially, TA focuses on recognizing patterns in qualitative data and was considered theoretically flexible, as it did not require strict obedience to a specific theoretical framework in understanding human experiences or practices, as emphasized by Braun and Clarke (2013). In conducting thematic analysis, the researcher beg with data familiarization, which involves re-reading interview transcripts and notes to gain a deep understanding of the content while

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



identifying initial observations and significant statements, particularly those related to job security and workplace challenges. This is followed by generating initial codes, where meaningful segments of data are systematically labeled to capture specific ideas or concepts. The next step, searching for themes, involves grouping related codes into broader categories that reflect patterns in the data. Subsequently, in reviewing themes, the researcher refined these categories to ensure they accurately represent both the coded extracts and the entire dataset, which may involve merging, modifying, or discarding themes. The process continued with defining and naming themes, where each theme was clearly described and assigned a concise, meaningful label that captured its essence. Finally, in producing the report, the researcher presented the findings using selected verbatim excerpts to support each theme, ensuring that the analysis is clearly linked to the research questions and existing literature.

Trustworthiness of the Study

To ensure the credibility of this qualitative study on talent acquisition through a manpower agency, the researcher adhered to the four criteria of trustworthiness: credibility, transferability, dependability, and confirmability. These criteria were developed by Lincoln and Guba (1985). These criteria were specifically developed to establish rigor in qualitative research as an alternative to validity and reliability concepts used in quantitative studies.

Credibility was established by ensuring that the findings accurately reflect the participants' experiences and perspectives. The researcher employed techniques such as in-depth interviews and follow-up clarifications to capture authentic responses. According to Merriam (2009), credibility can be enhanced through strategies such as prolonged

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



engagement, in-depth interviews, and member checking to ensure that the findings accurately represent participants' lived experiences. Also, Creswell (2013) emphasized that validation strategies such as follow-up clarifications and rich data collection strengthen the authenticity of qualitative findings.

Transferability was achieved by providing a rich and detailed description of the research context, participants, and processes. This enables readers to determine whether the findings can be applied to similar settings or organizations utilizing manpower agencies for talent acquisition. Lincoln and Guba (1985) explained that this is achieved through thick description, allowing readers to make informed judgments about the applicability of results to other settings.

Dependability was ensured through a systematic and transparent research process. The researcher maintained a clear audit trail documenting all stages of the study, including data collection procedures, coding processes, and theme development. This allows other researchers to follow and evaluate the consistency of the study. According to Patton (2015), maintaining an audit trail—a transparent record of procedures, decisions, and analytical processes—ensures that the study can be examined and replicated. This aligns with Creswell (2013), who highlighted that systematic documentation strengthens the dependability of qualitative research.

Confirmability was addressed by minimizing researcher bias and ensuring that the findings are grounded in the participants' responses rather than personal assumptions. The researcher practiced reflexivity and used supporting evidence such as direct quotations to

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



validate interpretations. Proper documentation of data sources and analytical decisions further supports the objectivity of the study. Lincoln and Guba (1985) emphasized the importance of reflexivity and audit trails in achieving objectivity. Patton (2015) also noted that using direct quotations and clearly linking interpretations to raw data enhances the neutrality of the study.

Through these measures, the study upholds methodological strictness and ensures that its findings are credible, reliable, and reflective of real-world experiences in talent acquisition through manpower agencies.

Ethical Considerations

In the conduct of this research, the researcher was guided by the following ethical considerations:

Informed consent of participants. The researcher ensured participants were fully informed of the purpose, objective and implications of having their data gathered through the data gathering procedure outlined here. The participants could withdraw their consent and their participation at any time without prejudice. The participants were given an Informed Consent Form for them to sign, to attest to their willingness to be a part of the study before they were interviewed. The signed Informed Consent Form manifested that they have understood the instructions and have decided to participate in the study.

Confidentiality and voluntary participation. The researcher guaranteed full confidentiality covering the data gathered from the participants which is protected under the Data Privacy Act of 2012. The participants were informed of the voluntary option whether or not to participate in the research.

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



Data used strictly for academic purposes. The researcher ensured that the data gathered from the participants would be strictly and exclusively used for academic purposes only.

RESULTS AND DISCUSSION

I. Reasons Why Establishments Acquire Talents Through a Manpower Agency

This section presents the responses of the participants regarding the reasons establishments acquire talents through manpower agencies. Based on the analysis of the interview responses, this theme emerged.

Streamlined and Efficient Manpower Acquisition Through Minimal Procedures and Availability of a Ready Manpower Pool

The findings indicated that manpower agencies significantly enhance efficient manpower acquisition by enabling faster hiring, reduced administrative work, and improved workforce flexibility. Participants emphasized that instead of undergoing lengthy recruitment procedures, companies can directly request personnel from agencies and receive immediate reinforcement. As shared by Participant 3,

"Pag agency is that, faster hiring process at the same time, parang yung 'yong admin works mas less na dito sa amin. Then 'yon sa flexibility of staffing, for example if gusto naming magpadagdag, anytime puwede sila na mag-reinforce. For example, for special events like Ati-atihan, so pag nag-request kami niyan, automatically, may makukuha at may makukuha sila". (Participant 3, L179-185)

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 hiring process is faster at the same time; the admin works are lesser on our part. In terms of the flexibility of staffing, for example, we want to add more staff, and they will reinforce anytime. For example, for special events like Ati-atihan. So, if we request, automatically, they could give us what we need. Participant 3, L194-198)

This demonstrates that manpower agencies allow organizations to respond quickly to operational demands, particularly during peak seasons and special events. The data further revealed that this system shortens hiring time, ensures continuous operations, and allows establishments to maintain productivity without delays.

Moreover, efficient manpower acquisition is strengthened by the agencies' ability to pre-screen candidates and match them with job requirements, minimizing mismatches and improving the quality of hires. This contributes to better performance and staffing control, as companies can scale their workforce depending on demand. The findings also showed that organizations perceive manpower agencies as a strategic solution that prioritizes speed, flexibility, and efficiency in workforce management. These results are supported by Dessler (2017), who stated that outsourcing recruitment improves efficiency by reducing administrative burdens. Similarly, Armstrong (2014) emphasized that effective recruitment systems enhance hiring outcomes, while Lacity and Willcocks (2012) explained that outsourcing non-core functions allows organizations to focus on core operations, thereby improving overall 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



Also, there is minimal procedures in simplifying recruitment. Participants highlighted that manpower agencies significantly reduce the complexity of hiring by taking over responsibilities such as sourcing, screening, and processing applicants.

As stated by Participant 3, showing that organizations no longer need to conduct traditional recruitment activities. This transfer of responsibilities reduces administrative workload and allows management to focus on operational tasks rather than hiring processes.

"Mas efficient para kamon tsaka indi masyadong mabudlay on our end kasi hindi na kami maghahanap talaga. Kumbaga, mag-iintay na lang kami kung kailan nila ipo-provide".

(Participant 3, L188-190)

(It is more efficient for us and easier on our end because we are not the ones who are sourcing the employees. We are just waiting when they will provide our needs. Participant 3, L200-202)

Additionally, participants emphasized that manpower agencies handle payroll, tax compliance, and other administrative functions, which reduces both workload and costs. Participant 1 noted,

"Like sa payroll, much higher ang direct than sa agency, much higher ang direct than sa agency, tax compliance, or sa permit or work permit. kasi pag direct shoulder nila lahat ng staff, unlike sa agency staff ang nag babayad."(Participant 1, L20-22)

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



(Like in payroll, much higher if through direct (hiring) than agency, tax compliance, or in permit or work permit. If direct (hiring) the company shoulders all the staff (payments), unlike through agency, the staff pays for it. Participant 1, L23-25)

While Participant 2 added,

"Uwa na kami ga payroll kanda."(Participant 2, L109)

"We will no longer handle their payroll. Participant 2, L111)

These statements confirm that minimal procedures not only simplify recruitment but also lower operational expenses. The elimination of time-consuming steps such as job advertising, initial screening, and documentation further speeds up the hiring process, making it ideal for organizations requiring immediate staffing solutions. This is supported by Dessler (2017), who emphasized that outsourcing reduces internal administrative tasks, and Budd (2004), who highlighted that structured employment systems improve efficiency by reducing organizational burden. Furthermore, Kalleberg (2009) explained that agency-based employment simplifies hiring processes by shifting responsibilities from employers to external providers.

The availability of a ready manpower pool is another key factor that contributes to efficient workforce management. The findings showed that manpower agencies maintain a pool of pre-screened and qualified workers who are readily available for deployment. Participant 3 explained,

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



"Kasi nagpo-pooling agad 'yan sila. So, prior sa mga ano request namon meron na yan sila na naka-reserve. Hindi lang kasi mall naming ang hawak nila eh. They have sa iba rin na companies. Puwede nila 'yong i-pull out muna and then i-supply muna sa isa". (Participant 3, L185-188)

(Because they already have a pool of workers ready. So, even before we make our request, they already have people reserved. It's not just our mall that they manage—they also have other companies. They can pull workers from one place and then supply them to another. Participant 3, L198-200)

Participant 3 further added that unlike in the direct hiring, in agency-based hiring, if there is an absent employee, the agency will look for the reliever. A participant said:

"Tapos du manami man abi ka eon hay duyon eani kung may ga absent hay sanda mat a ga usoy it reliever. Unlike kamon kat nakadirect sanda kamon nga supervision sa previous ko nga company, ikaw du ga usoy it reliever". (Participant 3, L389-391)

(Another good thing about it is that whenever someone is absent, they are the ones who find a reliever. Unlike before in my previous company, where they were directly under our supervision, we were the ones responsible for looking for a reliever. Participant 392-393)

A participant also claimed that they do not terminate their workers, but they can adjust the workforce size during the peak and low seasons. Participant 1 shared that:

"May memo, na ang casual may leave without pay (LWOP). Usually, dito sa company ko di naman nagtatanggal. Yan lang ang ginagawa sa casual LWOP, then depende na sa staff if

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>

babalik sila, pero usually, alternate naman sila. Halimbawa, duty sila ng 3 days a week, then next week ibang staff naman. So may work pa rin, di lang complete". (Participant 1, L31-34)

(There is a memo that the casual is under Leave Without Pay (LWOP), then it depends on the staff if they would be back, but usually they are alternate. For example, they have a duty of 3 times a week, then the next week, the other staff will be on duty. So, they still have work, not just complete. Participant 1, L35-38)

Participant 1 also stated that:

"Then pag low season mas madaling magbawas ng staff through agency"(Participant 1, L21)

(If in low season, it is easier for us to reduce the number of staff through agency. Participant 1, L24-25)

Indicating that agencies proactively manage workforce allocation across multiple clients. This ensures that companies can fill vacancies quickly without conducting their own recruitment processes, thereby reducing downtime and maintaining operational continuity.

The use of flexible arrangements such as shifting schedules and Leave Without Pay (LWOP) also reflects how agencies help organizations manage workforce size without permanent termination. These practices ensure adaptability and continuity in operations. Supporting this, Piore and Doeringer (1971) explained that labor intermediaries improve workforce allocation and job matching. Similarly, Florida (2002) emphasized that access to a flexible labor pool enhances organizational adaptability, while Lacity and Willcocks (2012) highlighted that outsourcing ensures the availability of skilled labor, contributing to efficiency and reduced operational delays.

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



II. Benefits Establishments Gain from Acquiring Talents Through a Manpower Agency

Agency

This section presents the responses of the participants regarding the benefits why the companies acquire talents through manpower agencies. Based on the analysis of the interview responses, this theme emerged.

Reduced Managerial Functions and Financial Responsibilities

The benefits gained by the establishments in acquiring talents through manpower agency are cost efficiency in the part of the company like payroll, compliance of tax and work permits, capability training support is from the agency, reduced direct legal liability for the company and management can focus on the main operations and regular performance monitoring system.

The findings revealed that cost efficiency is one of the primary reasons why organizations utilize manpower agencies. Participants emphasized that outsourcing recruitment and employment responsibilities significantly reduces operational expenses. Instead of spending on job advertisements, screening, training, and onboarding, companies transfer these functions to the agency. As shared by Participant 1,

"Sa payroll, much higher ang direct than sa agency, tax compliance, or sa permit or work permit. kasi pag direct, shoulder nila lahat ng staff, unlike sa agency staff ang nagbabayad".

(Participant 1, L20-22)

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



(In payroll, much higher if through direct hiring than agency, tax compliance, or in permit or work permit. If direct hiring, the company shoulders all the staff payments, unlike through agency, the staff pays for it. Participant 1, L23-25)

While Participant 2 added,

"Uwa na kami ga payroll kanda."(Participant 2, L109)

"(We will no longer handle their payroll. Participant 2, L11)

These statements indicate that agencies assume financial responsibilities such as payroll, tax compliance, and work permits, allowing companies to minimize costs and avoid maintaining a large in-house HR team. This arrangement enables organizations to allocate resources more efficiently while still maintaining a competent workforce.

Moreover, the data suggested that cost efficiency is closely linked to workforce flexibility, as companies only pay for the labor they need. This allows them to adjust staffing levels depending on operational demand without incurring long-term financial commitments. However, while this system benefits organizations, it also creates differences in employee benefits between agency-hired and directly hired workers. Supporting this, Dessler (2017) noted that outsourcing HR functions reduces administrative and financial burdens. Similarly, Armstrong (2014) emphasized that flexible staffing arrangements improve cost management. In addition, Budd (2004) highlighted that organizations must balance efficiency with fairness, particularly in employment arrangements.

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



Another key finding is that manpower agencies contribute to easier problem-solving in employee engagement by acting as intermediaries between the company and the employees. Participants explained that when issues such as absenteeism, attitude problems, or performance concerns arise, these can be endorsed directly to the agency. As stated by Participant 2,

"Kung may mga concern about attitude and absences nga abo hay pwede na sanda i-endorse sa agency". (Participant 2, L109-110)

(If there are many concerns about their attitude and frequent absences, they can be endorsed back to the agency. Participant 2, L111-112)

This reduces the burden on supervisors and HR personnel, as they are not required to directly manage all employee-related concerns.

The findings further showed that this arrangement allows for quicker and more structured resolution of issues, as agencies are experienced in handling labor-related concerns and can implement appropriate interventions. It also reflects an organizational preference for indirect management of workforce challenges, which minimizes workplace disruptions and maintains operational stability. According to Kalleberg (2009), nonstandard employment arrangements often shift responsibility for employee management to intermediaries, making issue resolution more centralized. Similarly, Lacity and Willcocks (2012) emphasized that outsourcing improves

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



efficiency by allowing organizations to delegate complex functions, including workforce management.

The findings indicated that capability building is largely facilitated by manpower agencies through structured training and orientation programs. Participants emphasized that employees are already equipped with the necessary skills before deployment. As stated by Participant 3,

"Hindi na kami nagco-conduct ng training, kasi equipped na sanda. Duyon do advantage. Kasi before nila isalang 'yong tao, tao naka-orient na siya. May proper orientation na siya and at the same time, bali kung ano 'yong standard ng company 'yon din 'yong susundan ng guidelines".

(Participant 3, 215-217)

(We no longer conduct training, since they are already equipped. That is the advantage. Before they were deployed, the employee's undergone with the proper orientation and at the same time, the company's standard is being followed by the guidelines. Participant 3, L218-223)

This reduces the need for companies to conduct initial training, allowing them to save time and resources while ensuring that employees are prepared for their roles upon arrival.

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



However, the data also revealed that capability building is a shared responsibility. While agencies provide general training and orientation, some participants noted the need for additional site-specific training within the company. Participant 2

"Si agency gid a gid dapat kanda ga brief before deployment. Sa store po ga trained tapos si agency po ang ga briefing kanda". (Participant 2, L102-105)

(The agency should really be the one to conduct the briefing before deployment. The staff are trained in the store, while the agency provides the briefing to them. Participant 2, L102-106)

Also, Participant 3 shared that

"Tinurnover na nila sa amon. And then at the same time, pag dating sa mga orientation and all - trainings sila na nagpo-provide. Sila na nagco-conduct for sa tao nila." (Participant 3, L196-197)

(They have already turned them over to us. At the same time, when it comes to orientations and trainings, they are the ones who provide and conduct these for their personnel. Participant 3, L208-210)

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



Full competence requires contextual learning within the organization. This is supported by Armstrong (2014), who emphasized that continuous learning and development are essential for employee performance. Additionally, Dessler (2017) noted that effective training systems improve workforce capability and organizational performance.

Also, findings showed that corrective measures in agency-based employment are implemented through a structured and collaborative system between the company and the manpower agency.

Participants explained that while supervisors initiate documentation, such as incident reports, the agency is responsible for administering disciplinary actions. As stated by Participant 3,

"Pag dating din sa legal responsibility, for example, may problem sila 'don sa tao. So, kami as under sa company, we will be issuing the incidents report (IR) and then sila na 'yong magde-discipline, magsa-sanction sa tawo nanda instead nga kami". (Participant 3, L239-242)

(When it comes to legal responsibility, for example, if there are problems with their personnel, we, as under the company, will issue an incident report (IR), and then they will be the ones to discipline and impose sanctions on their employee instead of us. Participant 3, 243-246)

This division of responsibility reduces the company's legal liability while ensuring that disciplinary actions follow due process.

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



Furthermore, the data highlighted that corrective measures are applied through a step-by-step process that includes reminders, documentation, and formal sanctions. Participant 3

"May times ga problema man ako. Sa site kasi kami andang immediate supervisor. Now, at least, less lang du burden kamon. Ako kasi 'pag nag-manage ako kanda hay reminder-reminder up to the nth power. Then, kapag medyo naga ugtas na ako, that's the time na magi-issue na ako ng incident report. Nahadlok abi sanda dahil under agency sanda. Now, if will recommend na kunin niyo 'tong taong 'to kasi pasaway na 'to, I have to prove lang. Kasi they need to undergo legal process. Kailangan may series of events, mga sanctions din, so they have to undergo due process para din maging fair din sa tao". Participant 3, L249-263)

(There are times when I also encounter problems. Since we are their immediate supervisors on site, at least the burden on us is reduced. When I manage them, I give reminders repeatedly. Then, when I become frustrated, that is when I issue an incident report. They are afraid because they are under an agency. If I recommend that this person be pulled out because they are problematic, I need to provide evidence. They must undergo legal processes. There must be a series of events and sanctions, and they must undergo due process to ensure fairness to the employee as well. Participant 3, L 264-277)

This reflects a system that balances accountability and employee protection. According to Budd (2004), fair and structured disciplinary systems are essential for maintaining both

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



efficiency and equity in the workplace. Similarly, Kalleberg (2009) noted that agency-based employment often includes formalized procedures to ensure compliance and fairness.

Other findings demonstrated that manpower agencies enable organizations to prioritize their operational functions by reducing the burden of HR-related tasks. Participants shared that outsourcing recruitment, scheduling, and workforce management allows supervisors to focus on core responsibilities such as maintenance, cleanliness, and tenant services. As stated by Participant 3,

"Most of the time ay less gid a du burden, matawhay eot ah akong trabaho iya. Kasi gani may manpower kami nga under sa agency. So, less du akon na trabaho. Du advantage pa gid karon hay makafocus gid ah ako sa problem sa maintenance. Duyon gid abi du amon. Maintenance and cleanliness and then sa tenants nga ma-cater baea namon du operations. Nga indi na ako mag-isip pa nga kulang akong tawo, nga sin-o akon ibutang. Nga ma-hire pa ako. Ma-interview pa ako. So, less na imaw." (Participant 3, L335-341)

(Most of the time, the burden is really less, my job is relatively easier because we have manpower that is under the agency. So, my workload is reduced. One advantage now is that I can really focus on maintenance-related concerns, which is our primary responsibility, the maintenance and cleanliness, as well as attending to the needs of the tenants in terms of operations. I no longer worry about lacking personnel, deciding who to assign, or going

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



through the hiring and interviewing process. Those tasks are already minimized. Participant L343-359)

This indicates that manpower agencies help streamline operations by removing non-core responsibilities from company personnel. Participant 3 further shared that they only manage the schedule of the maintenance. A respondent claimed:

"No touch kami. Unless may maintenance. So, gina consider namon always ro brownout. Kasi based sa overall operations-operations wise, kung ano mostly do brownout gina adjust lang namon anda nga schedule nga indi eon lang matamaan ro may brownout. Ru goal namon karon is indi sanda mag day-off it duyon nga adlaw". (Participant 3, L365-370)

(We do not interfere with their scheduling unless it concerns maintenance. We always consider the possibility of a brownout because, based on overall operations, brownouts usually occur at certain times. We simply adjust their schedule so that it does not coincide with those periods. Our goal now is to ensure that they do not take their day off on those particular days. Participant 3, L373-376)

Further, participant 3 stated that they no longer manage the housekeeping and security staff schedules since there are team leaders coming from the agency that prepares it for them. A participant added:

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



"Like sa housekeeping and all, owa eot a kami ga tabing. Sa security may anda man nga security officer. So, sanda eon ga juggle it andang schedule. So, less gid ah iya kang du burden". (Participant 3, L370-372)

(Like in the housekeeping and others, we no longer intervene. In security, they also have their own security officer, so they are the ones who manage and arrange their schedules. Because of this, the burden on us is significantly reduced. Participant 3, L377-378)

Additionally, the presence of agency team leaders managing schedules for housekeeping and security further reduces the workload of supervisors. This division of responsibilities enhances efficiency and allows organizations to maintain better service quality. The literature supports this finding, as Lacity and Willcocks (2012) emphasized that outsourcing enables organizations to focus on core competencies. Similarly, Dessler (2017) noted that delegating non-core functions improves organizational productivity and efficiency.

The last findings revealed that a performance monitoring system is implemented collaboratively between the company and the manpower agency to ensure accountability and maintain standards.

Participants explained that employees undergo regular evaluations, such as quarterly, five-month, or four-month assessments. As stated by Participant 3,

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



"Du control man abi namon ka eon sa company kung indi man nanda ma-meet du standards and expectations namon as mall supervisors kasi may quarterly evaluation sanda eon, puwede namon sanda ibagsak". (Participant 3, L409-411)

(We also have control within the company if they are unable to meet our standards and expectations as mall supervisors. Since they undergo quarterly evaluations, we can give them a failing evaluation if necessary. Participant 3, L412-414)

Also, another participant shared that if the company is no longer satisfied with the performance of the employee after an evaluation of five months, the Human Resource of the company could directly discuss the issues and concerns to the agency. As participant 1 claimed:

"Human resource to agency po ang nag-uusap regarding diyang. Kasi may evaluation naman every 5 months ang staff" (Participant 1, L63-64)

(Human resource communicates with the agency about that, because the staff have an evaluation every five months. Participant 1, 65-66)

And participant 2, shared that the crew have an evaluation conducted by their team leader, which is every four months regarding their 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



"Thrice po ga rating si TL sa performance it crews po, Ma'am. Crew man po du TL nanda."

(Participant 2, L134-135)

(The TL rates the crew thrice, Ma'am. Their TL is also a crew. Participant 2, L136)

Indicating that supervisors or managers have the authority to assess performance and enforce standards.

Moreover, when performance issues persist, the responsibility shifts to the Human Resource department and the agency for further action. Participant 1 noted that HR communicates with the agency regarding evaluation results, while Participant 2 mentioned that team leaders also conduct performance ratings. This layered system ensures that performance is continuously monitored while maintaining due process and reducing legal risks for the company. However, differences in evaluation intervals suggest the need for better alignment to improve efficiency. Supporting this, Armstrong (2014) emphasized that systematic performance evaluation is essential for maintaining productivity and accountability. Likewise, Dessler (2017) highlighted that performance management systems are critical in aligning employee output with organizational goals.

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



III. Challenges establishments encounter from acquiring talents through a manpower agency

The data showed that the challenges of the establishments in acquiring the talents through manpower agencies are Inconsistent Task Performance, Frequent Operational Monitoring, and Lack of Proper Orientation.

This section presents the responses of the participants regarding the challenges companies acquire talents through manpower agencies. Based on the interview responses, this theme emerged.

A. Inconsistencies on the Task Performance of the Agency-Hired Employees

The findings revealed that inconsistent task performance is a significant challenge among agency-hired employees. Participants described a pattern where employees perform well only when closely supervised, but gradually return to poor performance after a few days. As expressed by Participant 3,

"Sa inconsistencies pa gid. Hato pa gid downside nana. Kasi siyempre hay bukon gid ako it direct kanda. Inconsistent eon kung amat. Kung amat malimpyo, kung amat hay bukon. May beses nga obrahon nanda, may beses man nga indi. Pero kung hipangisgan mo sanda, i-remind mo sanda. Okay, sige-sige. Pero after a couple of days hay owa eot ah eon uman dayon". (Participant 3, L466-473)

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



(There are also inconsistencies, and that is another downside. Since they are not directly under me, their performance tends to be inconsistent. Sometimes the area is clean, and sometimes it is not. There are times when they do their tasks, and there are also times when they do not. If you reprimand or remind them, they comply at first. But after a couple of days, the same issue happens again. Participant 3, L486-491)

Participant also stated that the employee just do the task just for the compliance only. There is no consistency of work.

"Compliance lang. Halimpyohan na. Halimpyohan na eang." (Participant 3, L568)

(Just for compliance. He just cleaned it. Participant 3, L576)

Tasks such as cleaning are sometimes completed and sometimes neglected, showing inconsistency in quality and reliability. The behavior often follows a cycle of reminder, compliance, and relapse, indicating that employees tend to comply only when monitored. This suggests that agency-hired workers may not fully internalize workplace standards, especially since they are not directly under the authority of the company supervisors. As a result, supervisors are required to repeatedly monitor and remind employees, increasing their workload and affecting overall 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



This finding is supported by literature which suggests that employee performance consistency is influenced by supervision, accountability, and organizational attachment. According to DeNisi and Smith (2014), employees who lack strong organizational identification and clear accountability structures are more likely to exhibit fluctuating performance. Similarly, Kalleberg (2000) explained that nonstandard or outsourced workers often show lower commitment and stability in performance due to weaker ties with the organization. In the context of manpower agencies, this weak attachment may lead to compliance-based behavior rather than sustained performance. Thus, inconsistent task performance among agency workers reflects not only individual behavior but also structural issues in outsourced employment arrangements.

There is also a Frequent Operational Monitoring. The data indicate that frequent operational monitoring is necessary when managing agency-hired employees. Participant emphasized that supervisors must continuously check employee performance, particularly in maintaining cleanliness and task standards. As stated by Participant 3,

"Iya makon ako or owa hay integrity kasi makon dun. Bae ko hay ga trabaho kat eksakto whether may gapamantaw or owa. Hambae ko eani ma deny mo eon makon sa ibang tawo. Ma-deny mo eon kung kanyo. Ma deny mo kamon tanan, pero hindi sa sarili mo. Kasi alam mo makon sa sarili mo nga guilty ka. Gin obra mo raya nga saea. Pero owa mo inako. Hay sige hambae ko maglinigoy kamo, fine. Bukon man makon it ako karun du ma guilty, kamo man". (Participant 3, L499-504)

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



(Whether I am round or not there is an integrity. I told them you work properly whether you are being watched or not. You can deny that to others. You can deny that to us, but not to yourself. Because know within yourself that you are guilty. You are doing this mistake. But you don't admit it. So, I told them that if you do not work well, fine. It is not me who would be guilty; it's you. Participant 3, L5505-509)

Employees tend to work properly only when they are being observed, which forces supervisors to repeatedly monitor their activities. The need to remind workers about "integrity" highlights that employees rely heavily on external supervision rather than internal motivation. This monitoring-dependent behavior results in increased supervisory effort, as managers must constantly inspect, remind, and correct employees to maintain acceptable performance levels.

Supporting literature explains that excessive monitoring often arises when employees lack intrinsic motivation and clarity of expectations. Armstrong (2020) noted that effective performance management systems aim to build self-regulation among employees; however, when workers depend on supervision, it indicates weak internalization of organizational standards. Additionally, Bersin (2017) highlighted that outsourced or temporary workers often require closer supervision due to limited engagement and weaker alignment with company goals. In manpower agency settings, this results in a cycle where supervisors compensate for performance gaps through continuous monitoring. While monitoring ensures compliance, it

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



also increases managerial burden and may reduce overall efficiency if not balanced with proper training and engagement strategies.

B. Inadequate On-boarding Processes

The findings also showed that lack of proper orientation is a major issue affecting agency-hired employees. Participants reported that some workers arrive without sufficient briefing on company rules, responsibilities, or first-day requirements. Employees are sometimes not properly informed about house rules or what they need to prepare upon deployment. This lack of preparation creates confusion and uncertainty among employees, leading to errors, reduced productivity, and increased reliance on supervisors. Consequently, supervisors must provide immediate guidance and clarification, making the onboarding process reactive rather than structured. As stated by Participant 2:

"Do andang ginapadaea nga mga crew hay wa na briefing it mayad kung ano du store's house rules ag kung ano du need nanda nga daea it first day". (Participant 2, L 89-90)

(The crew they send are not properly briefed on the store's house rules or what they are supposed to bring on their first day. Participant 2, L91-92)

This observation is consistent with existing literature on onboarding and employee performance. Bauer (2010) emphasized that effective onboarding is critical in helping

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



employees understand their roles, expectations, and organizational culture, which directly influences performance and retention. Likewise, Klein and Polin (2012) explained that inadequate onboarding leads to slower adjustment, lower confidence, and inconsistent work behavior. In the context of manpower agencies, the gap between agency-provided training and company-specific orientation creates a disconnect that affects employee readiness. Without proper coordination between the agency and the company, employees struggle to meet expectations, reinforcing the need for structured and site-specific onboarding processes to improve performance and integration.

IV. Effect of Talent Acquisition Through a Manpower Agency on the Task Efficiency of the Establishment

This section presents the responses of the participants regarding the effect of talent acquisition through a manpower agency on the task efficiency of the establishment. Based on the analysis of the interview responses, a theme emerged.

Reduced Task Overload and Enhanced Responsiveness to Operational Concerns

The effect of talent acquisition through a manpower agency on the task efficiency of the establishment - reducing the burden of training, administrative responsibilities on supervisors, standardization, and reliance on agency-trained competencies

The findings indicated that process streamlining is a key outcome of utilizing manpower agencies, particularly in reducing the burden of training and administrative responsibilities on supervisors. Participants shared that agency-led training allows supervisors

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



to focus on their primary operational roles rather than instructional tasks. As expressed by Participant 3,

"Kung una abi kamon, hay owa eon kami it oras sa iba. Like sa operations. Example hay may ga gulpi nga concern, indi eon namon ma-cater du ibang concern kasi idto eon kami naka focus. Wherein du amon as mall supervisor or admin hay amon gid ah abi nga main functions hay operations gid a. Bukon ta kami it sa training and all. Kaya gin buoe gid ah nanda kamon du responsibility nga indi eot ah sakop it amon nga trabaho. Mas nakakafocus baea kami sa amon nga main problem. Main concern. Instead nga idto pa kami magtinuro kanda".

(Participant 3, L648-654)

(Before, we didn't have time for other tasks, like operations. For example, if an urgent concern came up, we couldn't attend to other issues because we were focused on that one. As mall supervisors or admins, our main function is really operations, not training or other activities. That's why they assigned us responsibilities that weren't part of our main work. This way, we can focus more on our primary problems and main concerns, instead of spending time teaching others. Participant 3, L657-661)

This division of labor reduces task switching, minimizes administrative bottlenecks, and improves workflow continuity. The participants' accounts further reveal that this streamlined

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



process enables organizations to respond more efficiently to dynamic operational demands, particularly in environments that require quick decision-making and flexibility.

Moreover, when Participant 3 was asked regarding the efficiency rating that she could give, she shared:

"Efficient naman sila, nasa seven ang score nga matao. Pasado pa. Actually, owa man nakon sanda gin hueog sa evaluation kasi nami-meet man abi nanda ru standards. So, may considerations man ako". (Participant 3, L666-677)

(They are efficient; I'd give them a score of seven. That's still a passing grade. Actually, I didn't fail them in the evaluation because they do meet the standards. So, I also have my considerations. Participant 3, L667-677)

Process streamlining results in consistent and acceptable employee performance. While employees are able to meet organizational standards, the rating also implies that performance remains at a satisfactory level rather than failing. This supports the idea that streamlining enhances baseline efficiency but does not automatically lead to high performance without additional support such as site-specific coaching. Existing literature supports these findings, as Ulrich et al. (2012) explained that outsourcing HR functions allows organizations to focus on strategic and operational priorities, thereby improving efficiency. Similarly, Becker and Huselid (1998) highlighted that streamlined HR processes contribute to improved

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



organizational productivity by reducing redundancies and enhancing role clarity. In this context, manpower agencies serve as enablers of process efficiency, although continuous improvement mechanisms are still necessary to achieve higher levels of performance.

Quality control in manpower agency arrangements is largely achieved through standardization and reliance on agency-trained competencies. Participant 3 explained that employees are already familiar with standard operating procedures (SOPs), such as color-coding systems, time requirements, and task guidelines, allowing supervisors to provide minimal instructions. As shared by Participant 3,

"Ga tao na lang kami it materials nga ito ang standard ng housekeeping and all. For example, color coding eon it towels. When it comes sa towels alam na nila'yong coding. Alam na din nila 'yong buzzing time na dapat matapos nila, mga ganoon ba, mga guidelines and standard procedures kung paano nila gawin 'yong specific tasks alam na nila. Equipped na nila".

(Participant 3, L226-231)

(We just give them the materials; these are the standard of housekeeping and all. For example, color coding of towels. When it comes to towels, they already know that. They also know the buzzing time that they must be done, something like that, guidelines and standard procedures if how they do those specific tasks, they already knew. They are equipped.

Participant 3, 232-236)

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 simply provide materials and expect employees to perform tasks based on prior training and established standards. This reflects a shift from direct supervision to outcome-based control, where quality is maintained through standardized processes rather than constant managerial intervention. Such an approach reduces the need for detailed supervision, increases employee autonomy, and contributes to more efficient operations.

However, the reliance on standardization also presents potential risks, particularly in ensuring consistent interpretation and application of procedures. While employees are described as “equipped,” variations in understanding or experience may lead to inconsistencies in performance, especially in site-specific contexts. This highlights the importance of periodic monitoring, audits, and refresher training to prevent quality drift. Literature supports this observation, as Evans and Lindsay (2017) emphasize that quality control systems must combine standardization with continuous monitoring to ensure consistent outputs. Additionally, Goetsch and Davis (2016) noted that while standardized procedures enhance efficiency, organizations must implement feedback mechanisms to maintain and improve quality over time. In the context of manpower agencies, effective quality control therefore depends on a balance between pre-deployment training, clear standards, and ongoing verification to ensure that performance remains aligned with organizational expectations.

This simulacrum is the visual comparison of the benefits and challenges in acquiring talents through a manpower agency.

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 was conducted to explore the reasons, benefits, and challenges encountered by the establishment in acquiring talents through a manpower agency as well as its effect on the efficiency of the establishment. The study employed the qualitative descriptive-exploratory design using a structured and descriptive interview guide questionnaire as the data gathering instruments. Three immediate supervisors who directly manage agency-hired employees from Kalibo and Boracay Island, Malay, Aklan were

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



participants of the study and were selected using a purposive sampling method. Thematic analysis was utilized for data analysis.

Findings

Based on the results presented, the findings of the study were drawn:

1. The findings revealed that establishments primarily acquire talents through manpower agencies due to the streamlined and efficient manpower acquisition process, characterized by minimal procedures and access to a ready manpower pool.

The data showed that manpower agencies significantly improve workforce management by enabling faster hiring, reducing administrative burden, and providing flexible staffing solutions. By outsourcing recruitment processes such as sourcing, screening, and onboarding, establishments can obtain qualified personnel quickly, particularly during peak periods or unforeseen manpower shortages, ensuring uninterrupted operations. Agencies also handle payroll, compliance, and employment documentation, allowing management to concentrate on core operational priorities rather than time-consuming HR tasks. In addition, the availability of a pooled, pre-screened workforce allows for rapid deployment and immediate replacement of absent workers, while the option to scale manpower up or down without direct termination offers establishments greater flexibility and efficiency in responding to fluctuating labor needs.

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



2. The findings indicated that establishments gain multiple organizational and operational benefits from acquiring talents through manpower agencies, primarily through reduced managerial functions and financial responsibilities.

The findings also indicated that manpower agencies offer significant benefits by promoting cost efficiency, reducing managerial and legal responsibilities, and supporting operational focus. By outsourcing recruitment, payroll, compliance, and training, establishments minimize direct expenses and administrative workload while receiving workers who are already oriented and generally trained. Agencies also help ease supervisory demands through agency-appointed team leaders, allowing management to concentrate on core operations such as maintenance, security, and service efficiency. Furthermore, shared performance monitoring between agencies and companies ensures accountability and quality standards without adding administrative strain, making agency-based manpower a practical and efficient workforce solution.

3. Despite the benefits, the findings revealed several challenges experienced by establishments, particularly related to inconsistent task performance, frequent operational monitoring, and inadequate onboarding processes.

The findings highlighted several challenges associated with agency-hired employees, particularly inconsistent task performance, as workers tend to follow standards only when closely supervised. This necessitates frequent operational monitoring, requiring supervisors to conduct repeated inspections and issue reminders to ensure tasks are completed properly. Additionally, insufficient orientation and onboarding pose a significant issue, with some

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



employees arriving without adequate briefing on company-specific rules and policies, leading to confusion, errors, and delays in work execution.

4. The findings indicated that talent acquisition through manpower agencies has a generally positive effect on task efficiency, primarily by reducing task overload and enhancing responsiveness to operational concerns.

The findings also indicated that manpower agencies help improve supervisory efficiency by significantly reducing training and administrative responsibilities, as pre-deployment orientation and standardized training are already provided to workers. This allows supervisors to focus on essential operational concerns such as urgent maintenance issues, service disruptions, and tenant needs, resulting in smoother workflow and faster responsiveness. Task efficiency is further enhanced through agency-trained competencies and standardized procedures, enabling supervisors to manage work based on outcomes with minimal direction rather than continuous oversight.

Conclusions

This study examined the reasons, benefits, challenges, and effects on task efficiency of acquiring talents through manpower agencies from the perspective of establishments. Based on the thematic analysis of the interview data, several clear conclusions can be drawn.

1. Establishments primarily acquire talents through manpower agencies due to the efficiency, flexibility, and reduced procedural burden associated with agency-based hiring.

Manpower agencies provide immediate access to a ready pool of workers, enabling

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



establishments to respond quickly to operational demands, peak seasons, and unexpected staffing shortages.

2. The findings show that manpower agencies offer substantial organizational and financial benefits to establishments. These benefits include reduced managerial functions, lower operational costs, and minimized legal and administrative responsibilities.

3. The study also concludes that agency-based talent acquisition presents notable operational challenges. Inconsistent task performance among agency-hired employees emerged as a recurring issue. This necessitates frequent monitoring by supervisors, increasing managerial workload and offsetting some of the efficiency gains of outsourcing. Additionally, gaps in onboarding and orientation processes indicate insufficient coordination between the manpower agency and the establishment, which can lead to confusion, errors, and reduced productivity during deployment.

4. Additionally, the study concludes that talent acquisition through manpower agencies has a moderate but generally positive effect on task efficiency. The reduction in training and administrative responsibilities enhances supervisors' ability to focus on operational concerns, improving responsiveness and workflow continuity.

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

Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice (15th ed.)*.

Armstrong, M. (2014). *Armstrong's handbook of human resource management practice (13th ed.)*. Kogan Page.

Awu, Darius & Chimele. (2025). Human Capital Theory: Viewing Employees As Organizational Asset March 2025. *Management Science Research Journal*9(3):370-37. Available at: https://www.researchgate.net/publication/390399383_Human_Capital_Theory_Viewing_Employees_As_Organizational_Asset

(Bhaker, S. K. (2020). Recruitment process outsourcing: A literature review.)

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, Vol. 17, No. 1, 99-120. Available at: <https://doi.org/10.1177/014920639101700108>

Bartuševičienė, I. & Šakalytė, E. (2013). ORGANIZATIONAL ASSESSMENT: EFFECTIVENESS VS. EFFICIENCY. "Social Transformations in Contemporary Society", 2013 (1) ISSN 2345-0126 (online)

Becker, B. E., & Huselid, M. A. (1998). High performance work systems and firm performance. *Academy of Management Journal*, 41(1), 1–25. <https://doi.org/10.5465/256521>

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



Becker, G. S. (1993). Human capital: A theoretical and empirical analysis, with special reference to education (3rd ed.). University of Chicago Press.

Bersin, J. (2017). High-impact talent management: Trends and best practices. Deloitte Insights. <https://www2.deloitte.com>

Bersin, J. (2012). The essential guide to talent management. Deloitte Development LLC.

Bonnet, R., Cappelli, P., & Hamori, M. (2013) Labor Market Intermediaries and the New Paradigm for Human Resources. *The Academy of Management Annals*, 2013 Vol. 7, No. 1, 341–392. Available at: <http://dx.doi.org/10.1080/19416520.2013.774213>.

Budd, J. W. (2004). Employment with a human face: Balancing efficiency, equity, and voice. Cornell University Press.

Cappelli, P. (2001). Making the most of on-line recruiting. *Harvard Business Review*, 79(3), 139–146.

Cepin, G. (2013). Talent Acquisition: What It Is, Why You Need It, What Is Involved, and Where to Start. 9 CPA Prac. Mgmt. F. 13 (2013). Available at: <https://heinonline.org/HOL/LandingPage?handle=hein.journals/cpamanf9&div=148&id=&page>

Clarke, V., & Braun, V. (2013). Teaching thematic analysis: Overcoming challenges and developing strategies for effective learning. *The psychologist*, 26(2).

Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313. <https://doi.org/10.1016/j.hrmr.2009.04.001>

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



Connell, J., & Stanton, P. (2014). Skills and the role of HRM: towards a research agenda for the Asia Pacific region. *Asia Pacific Journal of Human Resources (2014) 52, 4–22*. Available at: <https://doi.org/10.1111/1744-7941.12021>.

Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). Sage Publications.

David R, Banerjee P, Ponnampalath A (2017), "Risks perceived regarding recruitment process outsourcing: stakeholder concerns". *Journal of Global Operations and Strategic Sourcing*, Vol. 10 No. 1 pp. 112–136. Available at: doi: <https://doi.org/10.1108/JGOSS-07-2016-0023>

DeNisi, A. S., & Smith, C. E. (2014). Performance appraisal, performance management, and firm-level performance. *Academy of Management Annals*, 8(1), 127–179. <https://doi.org/10.5465/19416520.2014.873178>

Dessler, G. (2017). *Human resource management* (15th ed.). Pearson.

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

Doeringer, P. B., & Piore, M. J. (1971). *Internal labor markets and manpower analysis*. Heath Lexington Books.

Elmuti, D. (2003). The perceived impact of outsourcing on organizational performance.

American Journal of Business, 18(2), 33–42. <https://doi.org/10.1108/19355181200300012>

Errighi, et., al. (2016). Business process outsourcing in the Philippines: challenges for decent work / Lorenza Errighi, Sameer Khatiwada and Charles Bodwell;

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



International Labour Organization. – Bangkok: ILO, 2016 (ILO Asia-Pacific working paper series, ISSN: 2227-4391; 2227-4405.

Evans, J. R., & Lindsay, W. M. (2017). *Managing for quality and performance excellence* (10th ed.). Cengage Learning.

Granovetter, M. (1973). The strength of weak ties. *American Journal of Sociology*, 78(6), 1360–1380.

Goetsch, D. L., & Davis, S. B. (2016). *Quality management for organizational excellence: Introduction to total quality* (8th ed.). Pearson.

Holcomb, T. R., & Hitt, M. A. (2007). Toward a model of strategic outsourcing. *Journal of Operations Management*, 25(2), 464–481.
<https://doi.org/10.1016/j.jom.2006.05.003>

Florida, R. (2002). *The rise of the creative class*. Basic Books.

John Attupuram, Priyanka and Sequeira, Aloysius Henry and Gopalakrishnan, Sivakumar, *Talent Acquisition Process in a Multinational Company: A Case Study* (December 24, 2015). *Management of innovation e-journal CMBO*, Available at SSRN: <https://ssrn.com/abstract=2708086> or <http://dx.doi.org/10.2139/ssrn.2708086>

Kalleberg, A. L. (2009). Precarious work, insecure workers: Employment relations in transition. *American Sociological Review*, 74(1), 1–22.

Kalleberg, A. L. (2000). Nonstandard employment relations: Part-time, temporary and contract work. *Annual Review of Sociology*, 26(1), 341–365.
<https://doi.org/10.1146/annurev.soc.26.1.341>

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



Kazis, Richard (1999). Improving Low Income Job Seekers' Employment Prospects: The Role of Labor Market Intermediaries. A Background Paper. UK/US Seminar on Labor Market Intermediaries Ashridge Management Centre July 15-16, 1999. Available at: <https://eric.ed.gov/?id=ED457389>

Klein, H. J., & Polin, B. (2012). Are organizations onboarding employees effectively? In C. Wanberg (Ed.), *The Oxford handbook of organizational socialization*. Oxford University Press.

Lacity, M. C., & Willcocks, L. P. (2012). Outsourcing business and IT services: The evidence of success, robust practices and contractual challenges. *Legal Information Management*, 12(1), 2–8.

Madhani, P. M. (2010). Resource Based View (RBV) of Competitive Advantage: An Overview (2010). *RESOURCE BASED VIEW: CONCEPTS AND PRACTICES*, Pankaj Madhani, ed., pp. 3 -22, Icfai University Press, Hyderabad, India, 2009, Available at SSRN: <https://ssrn.com/abstract=1578704>

Matsumoto, M., & Bhula-or, R. (2018). Problem of skills mismatch in Asia and the Pacific: How useful are the existing measurement for future skills strategies. *Skills and the future of work: Strategies for inclusive growth in Asia and the Pacific*, 338-363.

Moreno-Gabriel, J.P. (2025). Satisfaction of Employees on Human Resource Management Services: An Evaluation of Human Resource Management Practices in Local Government Unit of Malay, Aklan. *International Journal for Multidisciplinary Research (2025)*. Volume 7, Issue 5, September-October 2025. E-ISSN: 2582-2160.

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



September-October 2025. Available at:

<https://www.ijfmr.com/papers/2025/5/55316.pdf>

Moustakas, C. (1994). Phenomenological research methods. Sage Publications.

Kulembayeva, F., Seitkazyeva, A. & Yelshibayev, R. Economic Efficiency of Outsourcing Business Models: A Comparative Assessment. *Glob J Flex Syst Manag* 23, 75–88 (2022). <https://doi.org/10.1007/s40171-021-00290-w>

Laelawati, K., & Komariyah, I. (2024). Outsourcing employee recruitment and selection process. *International Journal of Humanities Education and Social Sciences*, 3(4). <https://doi.org/10.55227/ijhess.v3i4.909>

Lahiri, S. (2015). *Does outsourcing really improve firm performance? Empirical evidence and research agenda. International Journal of Management Reviews*, 18(4), 464–497. Available at: <https://doi.org/10.1111/ijmr.12075>

Lubis, N. W. (2022). Resource Based View (RBV) in Improving Company Strategic Capacity. *Research Horizon*, 2(6), 587–596. Available at: <https://doi.org/10.54518/rh.2.6.2022.85>

Patton, M. Q. (2015). Qualitative research & evaluation methods (4th ed.). Sage Publications.

Peter Koffi, Simon and William William, Bassey and Okafor, Chukwuma, OUTSOURCING HR ACTIVITIES FOR ORGANIZATIONAL EFFICIENCY IN SELECTED FIRMS IN LAGOS, NIGERIA (December 17, 2024). Available at SSRN: <https://ssrn.com/abstract=5074338> or <http://dx.doi.org/10.2139/ssrn.5074338>

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



Patton, M. Q. (2015). *Qualitative research & evaluation methods* (4th ed.). Sage Publications.

Dr. Raja., A.J. (2012). *Emerging Trends in Human Resource Management With Special Focus on Outsourcing in Various Sectors. International Journal of Management (IJM)*, ISSN 0976 – 6510, Volume 3, Issue 1, January- April (2012). Available at: https://iaeme.com/MasterAdmin/Journal_uploads/IJM/VOLUME_3_ISSUE_1/IJM_03_01_023.pdf

Shaik, M.P., et. al., (2023). *Role of HR in Talent Acquisition and Recruitment: Best Practices for Hiring Top Talent. Samdarshi* ISSN: 2581-3986 Vol 16 Issue 3. August 2023.

TAN, Kim Song & TANG, James T. H. (2016). *New skills at work: Managing skills challenges in ASEAN-5. Research Collection School of Economics (2016)*. Available at: https://ink.library.smu.edu.sg/soe_research/1891.

Tamunomiebi, W.D., Worgu, V.O. (2020). *Talent Management and Organizational Effectiveness. Journal of Contemporary Research in Social Sciences*. ISSN: 2641-0249 Vol. 2, No. 2, pp. 35-45 2020. Learning Gate. Available at: doi.org/10.33094/26410249.2020.22.35.45

Terpstra, D. E., & Rozell, E. J. (1993). *The relationship of staffing practices to organizational level measures of performance. Personnel Psychology*, 46(1), 27–48. Available at: <https://doi.org/10.1111/j.1744-6570.1993.tb00866.x>

Tracy, S. J. (2020). *Qualitative research methods: Collecting evidence, crafting analysis, communicating impact* (2nd ed.). Wiley-Blackwell.

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



What Are the Roles and Responsibilities of Manpower Agencies? Alps Consulting, 2024.

Available at: <https://alp.consulting/roles-and-responsibilities-of-manpower-agency/>

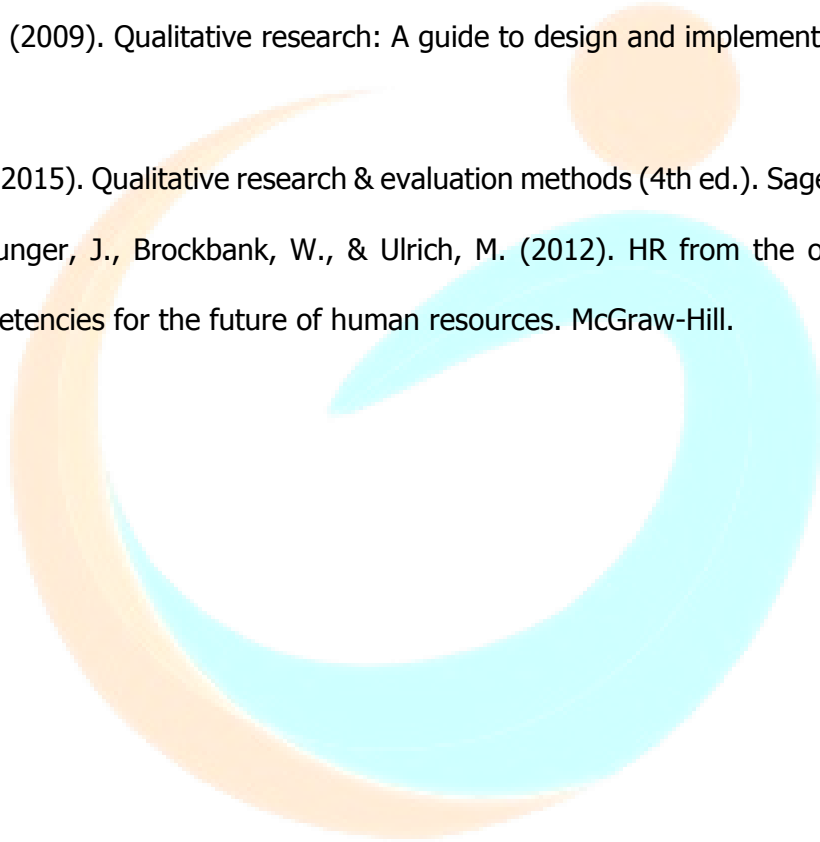
Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). Sage Publications.

Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Sage Publications.

Merriam, S. B. (2009). *Qualitative research: A guide to design and implementation*. Jossey-Bass.

Patton, M. Q. (2015). *Qualitative research & evaluation methods* (4th ed.). Sage Publications.

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). *HR from the outside in: Six competencies for the future of human resources*. McGraw-Hill.



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
