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CHALLENGES AFFECTING THE EMPLOYMENT PROCESS OF MANPOWER SERVICE AGENCIES IN GENERAL SANTOS CITY, PHILIPPINES

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Preface

A study such as this requires diligent effort, constant coordination, and support from people with various areas of expertise where they play important roles. For this, the researcher is deeply thankful to the following:

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1. INTRODUCTION

Recruitment agencies, which are defined as businesses that are compensated through the use of many companies to find the best person for the organization, play a significant role (Anya et al., 2017; Bello et al., 2017). In the modern workplace, there are many different approaches to prepare the hiring process. It may be organized on-site or through an external employer for recruitment. Small businesses may also have fewer employees or a smaller budget for running their own hiring processes because they no longer have a recruitment function of their own, organizations with low turnover rates may also opt to hire outside recruitment agencies. The majority of businesses now outsource all of their non-center tasks. The recruitment industry is preparing for these changes by forming strategic alliances and collaborating internationally to provide access to the best candidates. (Devi, S. 2017).

For organizations that use those services, the ability to hire globally has significantly improved. Some agencies do offer full-service recruiting solutions, from detecting hiring needs to advertising for candidates and reviewing references. The recruitment firms have a variety of methods for finding candidates, including newspaper ads, online application portals, their own websites, walk-in interviews, etc. (Zulkifli Musa, 2008). Even when they are currently not hiring, many firms may still promote job openings because they are building a candidate database for potential future hires. However, because they are so skilled and aren't actively seeking employment, headhunters frequently approach highly qualified candidates directly. (Dialoke & Duru, 2017; Efeh & Dialoke, 2020)

The other constraints, such as the politicization of manpower planning initiatives and the lack of professionally qualified manpower planners, had been identified as major

obstacles to the achievement of effectiveness planning. Bad investments and insufficient and incorrect demographic data are also major obstacles (Nelson-Twakor, 2005).

The number of external recruitment groups is growing, thus the study is conducted in order to understand the employment and development processes of the chosen personnel service agencies in General Santos City.

2. IDENTIFY, RESEARCH AND COLLECT IDEA

This study seeks to know the challenges affecting the employment process of selected manpower service agencies in General Santos City. It, specifically, answers the following questions:

1. What is the profile of manpower services provider in terms of:
 - 1.1 Number of Clients;
 - 1.2 Number of Manpower Available;
 - 1.3 Years of Operation; and
 - 1.4 Services Offered?
2. What is the extent of challenges of employment process of manpower agencies in General Santos City relative to:
 - 2.1 Recruitment; 2.3 Hiring; and
 - 2.2 Selection; 2.4 Deployment?
3. Are there significant differences in the conduct of the employment process of manpower services agencies in General Santos City when grouped according to their profile?

The study used the descriptive correlational research design. This was done to describe the relationship between the profile of the manpower services and employment process of manpower

services. The variables were described in its current situation using quantitative method and relationships were determined.

The appropriate research design is descriptive correlational because it involves obtaining data to test assumptions or provide answers about the current status of the study's subject. It easier for respondents to answer and for researchers to comprehend the results, survey questionnaires will be utilized in the study.

Before the conduct of the study, the researcher sent a letter of permission to Public Employment Service Office (PESO) of General Santos Head since the subjects of the study were the registered manpower services in General Santos City. A letter of permission was also sent to the respective manpower services president and/or chairman stating the intent to involve their organization in the study and to request a representative as a respondent.

The research instrument used an adopted close-ended questionnaire with reference to relevant literature reviews and was written in English and translated in Binisaya. Based on the review of the ethics committee, the study was given a certificate of exemption as the study involves a survey that is non-sensitive in nature and the names of the participants are anonymized. In this research there were 24 statements which measured the profile of the manpower agencies and the challenges of the employment process of the manpower agencies.

The researcher identified the manpower agencies that are listed in the PESO and are still active and operational. After identifying them, the researcher interviewed the Human Resource Manager or Officer of each manpower agencies that were available at the time of survey. The purpose of the study was explained to the respondents and instructions was also given. The survey questionnaire was also expounded in Binisaya, the essential meaning of the items was retained

during translation to gather the respondent's answers precisely. The survey was done face to face and remotely via phone call and messenger.

The respondents of this study were the seven (7) selected Human Resource Managers/Officer from the operational manpower agencies in General Santos City.

3. WRITE DOWN YOUR STUDIES AND FINDINGS

The profile of the manpower agencies in General Santos City is presented in terms of services offered, number of clients, number of manpower, and years of operation.

The data in Table 1 shows the percentage between services offered and the number of clients of the manpower agencies. Domestic work and other work such as production work, brand specialist, utility and construction were identified as the provided services. As observed, most of the clients of the manpower agencies select other work (28.6%), this could be due to the number of other works offered as mentioned above. On the other hand, 1 to more than 15 companies favor domestic work (14.3%) as applicants wanted to work abroad for a higher salary. Overall, the number of companies that get the services offered by the manpower agencies appear not to vary significantly.

Table 2 presents the percentage distribution of the number of manpower based on the services offered. Three agencies offered domestic work that have only 20-30 employees with a percentage value of 42.9, wherein the total number of agencies that offers other work with more than 100 employees has a percentage value of 57.1. The number of employees on other work is greater than domestic work because of the variety of work offered by the "other works". Therefore, the number of manpower does not affect the number of clients based on services offered as presented in Table 2.

Based on the data collected, the percentage distribution of the years of operation based on services offered by the manpower agencies shows that out of seven manpower agencies, three were operating for more than 10 years and that they are offering different work based on the demands of the companies who get applicants from them. Conversely, the years of operation for domestic work vary as there are 14.3% each for 4-6 years, 7-10 years and more than 10 years, respectively. Manpower agencies who provide domestic work are arising as this type of work is always in demand as shown in Table 3. It can be inferred from this finding that this number is of great significance concerning services offered by the manpower agencies. According to those who did not continue their service, the primary reason for closing the agency is due to bankruptcy and the challenges brought by the COVID-19 pandemic such as the lockdown of boundaries.

The employment process in an organization must be effective and efficient in attracting the best manpower. The process includes steps namely; recruitment, selection, hiring and deployment. These steps are affected by various challenges both internal and external.

Recruitment

The recruitment process becoming increasingly important, as companies evolve and changes, the recruits should show a willingness to learn, adapt and has the ability to work as part of a team.

The human resource offices of the manpower agencies strongly agree ($x = 4.800$) that to enable choose the right applicant they should ensure that they explained well the job description and the details of the whole employment process and that the applicants understand it ($x = 4.857$).

They also strongly agree that the agency's office should be easy to find and that recruiters are professionals as poaching and raiding were gaining momentum, nowadays. They have to face

and conquer various challenges to find the best candidates for the clients of the manpower agencies.

The success and sustainability of most manpower agencies are directly proportional to the skills and competencies of the employees. Equally, the entry point into any company is dependent on the effectiveness of the recruitment practices of the hiring team within the manpower agencies (Nagarajan & Fathima, 2014).

Purcell and group (2002) studied 87 agencies in seven different industry sectors to learn how top organizations successfully recruit from a pool of graduate labor candidates. They observed several traits common to these firms, including (1) Since marketing and recruitment are intimately intertwined, organizations must position themselves as a powerful force for job opportunities to recruit the brightest graduates and reap the rewards of doing so. (2) They take great care to distinguish between talents and competencies and other traits.

Selection

The selection decision is of prime importance as it is the vehicle for obtaining the best possible person-to-job fit that will contribute significantly towards the Company's effectiveness.

As presented in table 5, 4.714% strongly agree that the selection process requires at least those who are high school graduates and/or literate enough to understand the task that could be given, and at the same time filter the applicant with the best attitude and character fitted for the job.

Further, the agency selects those who can work at flexible time and schedules without affecting their performance even of the things that were outside of control and the manpower agency prefers those who communicate information about the relevant skills, experience, and

career goals of the applicant. Whereas, 4.429% agrees that they select those who are flexible with the time and schedule in regards to the work that could be assigned to the applicant. According to this majority of the respondents, they believed that the organization makes every effort to fill vacancies through promoting the internal staff when it's in the best interest of both the organization and the employee.

Overall, they strongly agree that it is a challenge for them to select those people fit for the job. As observed, the organization invites people by giving out pamphlets and through job postings for more applicants. Employment must be based on merit and experience, however meritorious young without experience can be hired if they meet the job skills. Line and staff co-operation necessary.

Noe and colleagues (2012) claim that the five levels of reliability, validity, generalizability, utility, and legality are the main considerations in the selection process. They must adhere to numerous industry-wide norms when choosing employees. Companies make decisions about who is admitted to their organizations and who is not. Qualifications should be the basis for hiring ability and understanding.

Hiring

The data in Table 6 shows the result of the challenges in terms of hiring. Manpower agencies agree that they measure candidate experience which involves positive interactions and feedback from their previous company ($x = 4.286$). They also agree that applicants should submit all the requirements upon passing the interview and selection process ($x = 4.143$) and they have a very clear understanding of the role that will be given once they succeed in the hiring process ($x = 4.429$).

Further, manpower agencies strongly agree that choosing the applicant with the consistent knowledge of the job description with what was presented about the role during the hiring process ($x = 4.571$) and which demonstrates they have interest in your organization beyond the job posting and possesses a must-have skill ($x = 4.571$) are also a challenge in the selection.

Overall they agree on the presented challenges with a mean value of 4.400. Thus, the manpower agencies are not an equal employment opportunity to employer in its recruitment.

Deployment

Based on table 7, for statement 1 according to the responses, 4.714% of the respondents strongly agree that the agency informs the successful applicant about his/her place of job assignment, time of duty and rest day and provides instructions for complaint processes and procedures.

Moreover, the agency also strongly agrees ($x=4.714\%$) that they ask for the consent of the employee concerned except in those situations where a willingness to be deployed is a condition of employment of his or her current position. With this, they also provide advance notice of upcoming deployment opportunities to employees in the work unit to which the deployments will be made ($x=4.857$).

Overall, they strongly agree with the above-mentioned statements with a mean percentage value of 4.800%. This indicates that the Human Resources department of the organization follows strictly the employment policies and procedures.

Correlation between profile of manpower service provider and extent of challenges on the employment process among manpower agencies in General Santos City

Mann Whitney Test and Kruskal Wallis Test were computed to assess the relationship between profiles of manpower service provider and the extent of challenges in the employment process among manpower agencies in General Santos City

Results reveal that there is no significant difference between the profile of the manpower and extent of challenges in the employment process among manpower agencies (table 8, 9, 10, 11), as the computed p-value is greater than the significance level $\alpha=0.05$.

As shown in Table 8, with respect to services offered the challenges have a p-values of 0.286 (recruitment), 0.400 (selection), 0.629 (hiring) and 0.914 (deployment). The result means that there are no significant differences between variables.

Table 9 presented the comparison between the extent of challenges with respect to a number of clients. The samples come from the same population with p-values of 0.801 (recruitment), 0.354 (selection), 0.112 (hiring) and 0.544 (deployment). The result means that there are no significant differences between variables.

Table 10 shows, with respect to number of manpower and the extent of challenges of the employment process. As observed, it has the same p-values as the services offered (table 8) of 0.286 (recruitment), 0.400 (selection), 0.629 (hiring) and 0.914 (deployment). The result means that there are no significant differences between variables.

Table 11 presented the comparison between the extent of challenges concerning years of operation. The samples come from the same population with p-values of 0.582 (recruitment), 0.284 (selection), 0.294 (hiring) and 0.098 (deployment). The result means that there are no significant differences between variables.

All the manpower agencies recognized that the employment process is a challenge when finding the applicants that are best for the services offered. Along with these challenges factors,

such COVID-19 pandemic was also one of the difficulties for the agencies. Lockdown of boundaries and the chance that it might spread throughout the community were top priorities. Most of them were able to update their internal protocols and begin informing their applicants and clients about preventative measures right away because this was viewed as a vulnerability.

They had also never been involved in the government implementation of the types of security precautions or widespread public health campaigns that had taken place before this. As it was a new experience for them and required a significant modification to the organizational structure, implementing the preventive measures necessitated a major change in the organizational setting. Some agencies entirely altered the design of their workspace, and all altered the standards and protocols for communicating with applicants and clients. People who readily anticipated that the new adjustments showed a potential to restore efficacy, such that they could more easily return to what they usually do after acquiring and adjusting to the new practices and structures.

The act of employment process and disseminating that job opportunities would not be thought of as a new function for the manpower agencies. The employment during the pandemic would have been a little adjustment to their typical structure because they had prior expertise in human resource, similar in maintaining positive emotions. The older, more established manpower agencies would have had a great lot of experience in communication among clients and applicants, especially during times of crisis.

Since most of the agencies have been active for more than 10 years, they have been affected by both pandemic and natural challenges in the employment process. Experience with emotional sensitivity and emotional expression, as a result, facilitates the mobilization of appropriate action amid deteriorating circumstances and builds the resilience of agency (Sutcliffe and Vogus, 2007). Furthermore, a well-established theory of group behavior states that external threats strengthen

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group cohesion, and when a group succeeds, say by overcoming these earlier difficulties, the group may maintain a high level of cohesion. These effects could be much more severe for the human resource sectors given the worsening economic crisis brought on by the global pandemic.

4. IMPROVEMENT AS PER REVIEWER COMMENTS

Analyze and understand all the provided review comments thoroughly. Now make the required amendments in your paper. If you are not confident about any review comment, then don't forget to get clarity about that comment. And in some cases there could be chances where your paper receives number of critical remarks. In that cases don't get disheartened and try to improve the maximum.

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5. CONCLUSION

The employer brand is a company's image viewed through the eyes of the general public, its employees, and potential job seekers. Beyond the image, it is a reflection of an agency's culture, reputation, products and services, as well as, the way it deals with and values its workers. It generates meaningful conversations with talent. Overall, the number of companies that get the services offered by the manpower agencies appears not to vary significantly and does not affect the number of clients based on services offered. Manpower agencies that provide domestic work are arising as this type of work is always in demand. It can be inferred from this finding that this number is of great significance with respect to services offered by the manpower agencies. They have to face and conquer various challenges to find the best candidates for the clients of the manpower agencies. The organization makes every effort to fill vacancies by promoting the internal staff when it's in the best interest of both the organization and the employee. Overall, they strongly agree that it is a challenge for them to select those people fit for the job. Results reveal that there

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is no significant difference between the profile of the manpower and the extent of challenges in the employment process among manpower agencies. This indicates that the Human Resources department of the organization follows strictly the employment policies and procedures.

Appendixes

Test for Normality

Challenges	Recruitment	Selection	Hiring	Deployment
S W	0.630	0.795	0.813	0.750
p-value	0.001	0.037	0.055	0.013
Result	Not Normal Distribution	Not Normal Distribution	Normal Distribution	Not Normal Distribution

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Glossary

ACRONYMS

DOLE	-	Department of Labor and Employment
PESO	-	Public Employment Service Office
TES	-	Temporary Employment Services
ILO	-	International Labor Organization

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