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ASSESSING THE EFFECTIVENESS OF GRUPPO ESLABON SECURITY AGENCIES FOR THEIR CLIENT: AN ACTION PLAN FOR PROCESS EFFICIENCY AND WORKFORCE DEVELOPMENT

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ABSTRACT

This study assessed the operational effectiveness of Gruppo Eslabon Security Agencies in serving its clients, focusing on process efficiency and workforce development to establish an evidence-based action plan. Employing a sequential explanatory mixed-methods research design, quantitative data were gathered from n = 96 respondents (80 security personnel and 16 administrative staff) using structured survey questionnaires, while qualitative data were derived from semi-structured interviews with 12 participants and analyzed using Braun and Clarke's reflexive thematic analysis. Quantitative results revealed that the agency attained a Highly Efficient level across process efficiency dimensions, specifically service delivery (Mdn = 3.73), resource utilization (Mdn = 3.63), and response time (Mdn = 3.75). Workforce development dimensions were similarly rated as Highly Developed, encompassing training (Mdn = 3.76), career advancement opportunities (Mdn = 3.54), and employee motivation (Mdn = 3.58). Inferential analyses utilizing the Mann-Whitney U test indicated no significant differences between the perceptions of security personnel and administrative staff regarding process efficiency, training, and career advancement ($p > 0.05$); however, a statistically significant difference was observed in employee motivation ($p = 0.037$). Qualitative findings highlighted core operational challenges, including manpower constraints, retention pressures, professional development needs, equipment limitations, SOP compliance variations, and motivation concerns. To address these gaps, Project SHIELD (Strengthening Human Resources, Improving Operations, and Enhancing Leadership Development) was proposed to enhance organizational performance, workforce stability, and client satisfaction.

KEYWORDS: *Process Efficiency, Workforce Development, Private Security Agency, Operational Effectiveness, Project SHIELD.*

INTRODUCTION

Background of the Study

Private security service agencies have become indispensable partners in contemporary public safety and asset protection, assuming critical roles as law enforcement agencies face resource and manpower constraints. Globally and nationally, the private security sector has experienced rapid expansion, deploying hundreds of thousands of licensed personnel across commercial, industrial, and government sectors. However, rapid growth frequently outpaces internal organizational capabilities, leading to persistent challenges such as process inefficiencies, high employee turnover, limited career progression, and inconsistent service delivery standards.

In the Philippines, private security operations are regulated under Republic Act No. 5487 (Private Security Agency Law). Despite regulatory frameworks, individual agencies often encounter operational hurdles that undermine service reliability and workforce stability. Gruppo Eslabon Security Agencies, operating within this dynamic environment, lacked a formal empirical assessment of its internal process efficiency and workforce development practices.

This study aimed to bridge this agency-level research gap by comprehensively evaluating the operational effectiveness of Gruppo Eslabon Security Agencies. The inquiry was anchored on Systems Theory (Ludwig von Bertalanffy, 1950) as its primary macro-framework, complemented by Scientific Management Theory (Frederick W. Taylor, 1911), Herzberg's Two-Factor Theory of Motivation (1959), and Human Capital Theory (Becker, 1964). Guided by the philosophical underpinnings of Pragmatism and Humanism, the study evaluated operational workflows and human resource capacities to formulate a strategic, evidence-based improvement plan.

Objectives of the Study

The study aimed to assess the effectiveness of Gruppo Eslabon Security Agencies in terms of process efficiency and workforce development and to provide a basis for the development of an action plan that will enhance organizational effectiveness, service quality, and workforce performance. Specifically, the study sought to determine the level of process efficiency of the agency in terms of service delivery, resource utilization, and response time. It also examined whether there was a significant difference in the perceptions of security personnel and administrative staff regarding the agency's process efficiency. Furthermore, the study assessed the level of workforce development in terms of training, career advancement opportunities, and employee motivation and determined whether significant differences existed in the perceptions of the two

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groups of respondents regarding these workforce development dimensions. In addition, the study identified the operational and workforce-related challenges encountered by the agency that may affect organizational effectiveness. Finally, based on the findings, the study proposed an evidence-based action plan designed to strengthen process efficiency, workforce development, and overall organizational performance.

Study Site

The study was conducted at Gruppo Eslabon Security Agency, a private security service provider operating in the Philippines. The agency served as the primary research locale due to its active engagement in providing professional security services to various clients and its commitment to enhancing operational efficiency and workforce development. The organization offered an appropriate setting for examining the effectiveness of its processes, service delivery mechanisms, resource utilization practices, employee training programs, career development opportunities, and motivational strategies. The diverse workforce and operational environment of the agency provided valuable insights into the challenges and opportunities associated with organizational effectiveness within the private security industry. By focusing on Gruppo Eslabon Security Agency, the study provided a localized perspective on process efficiency and workforce development, ensuring that the findings and proposed action plan would be relevant and applicable to similar security agencies seeking to improve their operational performance and human resource practices.

METHODOLOGY

Research Design

The study utilized a quantitative descriptive research design to assess the effectiveness of Gruppo Eslabon Security Agency in terms of process efficiency and workforce development. This method involved collecting and analyzing numerical data from the respondents to determine the current status of the agency's operational processes and workforce-related practices. The descriptive approach was appropriate because it enabled the researchers to measure and describe the levels of service delivery, resource utilization, response time, training, career advancement opportunities, and employee motivation. Furthermore, the study employed statistical tools to analyze the responses and determine whether significant differences existed in the perceptions of the identified respondent groups regarding the effectiveness of the agency's processes and workforce development initiatives. The findings served as the basis for identifying existing challenges and formulating an evidence-based action plan aimed at enhancing organizational efficiency, employee performance, and overall service quality.

Locale and Population

The study was conducted at Gruppo Eslabon Security Agency, which served as the primary locale for assessing the effectiveness of the agency in terms of process efficiency and workforce development. The population of the study consisted of employees and personnel directly involved in the agency's operations and service delivery. Using a purposive sampling technique, respondents were selected based on their employment status, length of service, and direct involvement in the agency's operational processes and workforce development programs. The participants included security personnel, supervisors, team leaders, and administrative staff who possessed sufficient knowledge and experience regarding the agency's procedures, training initiatives, and employee development activities. These respondents were considered appropriate sources of information because of their firsthand experience with the organization's operational practices and workforce management systems. Their responses provided valuable data for evaluating process efficiency, identifying workforce development needs, determining existing challenges, and formulating an action plan to improve the agency's overall organizational performance.

Data-Gathering Tools

The study utilized a **self-structured survey questionnaire** as the primary instrument for data collection. The questionnaire was divided into two parts. Part I focused on assessing the level of process efficiency of Gruppo Eslabon Security Agency in terms of service delivery, resource utilization, and response time. Part II focused on evaluating workforce development in terms of training, career advancement opportunities, and employee motivation, as well as identifying the challenges encountered by employees and management in the implementation of agency operations and development programs. The questionnaire employed a structured rating scale to measure the respondents' perceptions regarding the effectiveness of the agency's operational processes and workforce development initiatives. To ensure the validity and reliability of the instrument, the researchers sought validation from subject matter experts, a research adviser, and a statistician. Necessary revisions were incorporated based on their recommendations to improve clarity, relevance, and suitability of the questionnaire items. Upon approval, the validated questionnaire was distributed to the selected respondents, and the results served as the basis for the statistical analysis and the development of an evidence-based action plan for process efficiency and workforce development.

Ethical Considerations

Ethical considerations were strictly observed throughout the conduct of the study to ensure the protection, welfare, and rights of all respondents from Gruppo Eslabon Security Agency. Prior to data collection, informed consent was obtained from all participants, clearly explaining the purpose of the study, the nature of their participation, and the intended use of the information gathered. Participation was entirely voluntary, and respondents were given the freedom to decline or withdraw from the study at any stage without any form of penalty or disadvantage.

The researchers maintained the confidentiality and anonymity of the respondents by ensuring that personal information and survey responses were treated with the highest level of privacy. Data collected were used solely for academic and research purposes and were stored securely to prevent

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unauthorized access, disclosure, or misuse. Only information relevant to the objectives of the study was gathered, and respondents were not subjected to intrusive or unnecessary questions.

Furthermore, the study adhered to the principles of fairness, transparency, and objectivity. The questionnaire was designed to avoid bias and discrimination, ensuring that all respondents were treated equitably regardless of their position within the organization. The findings were analyzed and reported accurately and honestly to preserve the integrity of the research. These ethical practices ensured that the study was conducted responsibly and professionally while respecting the dignity, rights, and interests of all participants involved

Treatment of Data

The data collected through the survey questionnaires were analyzed using appropriate **descriptive and inferential statistical tools** to assess the effectiveness of Gruppo Eslabon Security Agency in terms of process efficiency and workforce development. Descriptive statistics, particularly the **weighted mean** and **standard deviation**, were used to determine the respondents' perceptions regarding service delivery, resource utilization, response time, training, career advancement opportunities, and employee motivation. The weighted mean was utilized to measure the average responses of the participants, while the standard deviation was employed to determine the consistency and variability of their responses. A **four-point Likert scale** was used to interpret the results and determine the level of effectiveness of the identified variables.

To determine whether significant differences existed in the assessments of the respondents, a **t-test** was employed. This statistical tool was used to compare the perceptions of the respondent groups regarding process efficiency and workforce development. The computed t-value was compared with the critical value at a specified level of significance to determine whether the null hypothesis would be accepted or rejected. Additionally, **percentage distribution** was used to describe the demographic profile of the respondents and determine the frequency of responses. The results of these statistical analyses provided the basis for identifying organizational strengths, determining existing challenges, and formulating an evidence-based action plan aimed at improving the operational effectiveness and workforce development programs of Gruppo Eslabon Security Agency.

Table 1
Level of Effectiveness of Gruppo Eslabon Security Agency in Terms of Service Delivery

Service Delivery	Security Personnel		Administrative Staff		Overall	
	Med	Int	Med	Int	Med	Int
1.Security services are delivered to clients in a timely manner.	3.64	HE	3.50	HE	3.61	HE
2. Assigned security duties are consistently performed.	3.63	HE	4.00	HE	3.61	HE
3.Client instructions are clearly communicated and properly followed.	3.68	HE	3.00	HE	3.63	HE
4.Security personnel demonstrate professionalism while on duty.	3.70	HE	3.50	HE	3.67	HE
5.Client concerns are addressed promptly.	3.69	HE	3.50	HE	3.66	HE
6.Security protocols are strictly implemented during operations.	3.71	HE	3.00	E	3.66	HE
7. Assigned tasks are completed efficiently.	3.66	HE	3.00	E	3.60	HE
8. Service quality meets client expectations.	3.61	HE	4.00	HE	3.63	HE
9. Security personnel show respect when dealing with clients.	3.76	HE	4.00	HE	3.73	HE
10. Overall service delivery contributes to client satisfaction.	3.70	HE	3.50	HE	3.67	HE
Overall	**3.76**	**HE**	**3.50**	**HE**	**3.73**	**HE**

**Legend: HE – Highly Efficient , E – Efficient, ME –Moderately Efficient, NE – Not Efficient*

Table 1 presents the level of effectiveness of Gruppo Eslabon Security Agency in terms of service delivery. The results revealed an overall weighted mean of **3.50**, interpreted as **Very Effective**, indicating that the respondents perceived the agency as highly capable of delivering quality security services to its clients. The highest-rated indicator was *"The agency provides security services efficiently and in a timely manner"* with a mean score of **3.52**, suggesting that respondents recognized the agency's ability to perform its duties promptly and effectively. Meanwhile, the indicators concerning professionalism and compliance with client requirements both obtained a mean score of **3.49**, which still falls under the Very Effective category.

The findings suggest that the agency has established effective service delivery practices that contribute to client

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satisfaction and organizational performance. Efficient response mechanisms, professionalism among security personnel, and effective communication with clients serve as essential factors in maintaining a high level of service quality. Therefore, the results imply that maintaining these strengths while continuously enhancing operational procedures may further improve the effectiveness of the agency's services.

Table 2. Current Level of Process Efficiency of Gruppo Eslabon Security Agencies in Terms of Resource Utilization

Resource Utilization	Security Personnel		Administrative Staff		Overall	
	Med	Int	Med	Int	Med	Int
1.Security personnel are properly deployed.	3.69	HE	4.00	VE	3.69	HE
2. Manpower is sufficient to meet operational needs.	3.56	HE	3.00	E	3.54	HE
3. Duty schedules are organized efficiently.	3.63	HE	3.00	E	3.59	HE
4. Security equipment is adequate for daily operations.	3.57	HE	3.00	E	3.55	HE
5. Issued equipment is properly maintained.	3.62	HE	4.00	HE	3.61	HE
6. Available resources are utilized effectively.	3.65	HE	3.00	E	3.61	HE
7. Deployment minimizes understaffing or overstaffing.	3.48	HE	3.00	E	3.47	HE
8. Resources support smooth service delivery.	3.57	HE	3.00	E	3.55	HE
9. Security posts are adequately manned.	3.65	HE	4.00	HE	3.66	HE
10. Resource allocation enhances operational efficiency.	3.58	HE	3.00	E	3.56	HE
Overall	**3.67**	**HE**	**3.00**	**E**	**3.63**	**HE**

**Legend: HE – Highly Efficient , E – Efficient, ME –Moderately Efficient, NE – Not Efficient*

Table 2 presents the respondents' assessment of the current level of process efficiency of Gruppo Eslabon Security Agencies in terms of resource utilization. The results revealed an overall mean of **3.63**, interpreted as **Highly Efficient**. This indicates that the agency effectively manages and allocates its available resources to support daily security operations. The highest-rated indicator was *"Security posts are adequately manned"* with a mean of **3.66**, while the lowest-rated indicator was *"Deployment minimizes understaffing or overstaffing"* with a mean of **3.47**, although it remained within the Highly Efficient category. The findings suggest that the agency maintains efficient resource management practices, but workload distribution and staffing balance may still require further improvement.

Table 3. Current Level of Process Efficiency of Gruppo Eslabon Security Agencies in Terms of Response Time

Response Time	Security Personnel		Administrative Staff		Overall	
	Med	Int	Med	Int	Med	Int
1.Security personnel respond promptly to incidents.	3.69	HE	4.00	HE	3.68	HE
2. Emergency situations are handled without delay.	3.61	HE	3.00	E	3.56	HE
3. Communication during incidents is effective.	3.65	HE	3.00	E	3.60	HE
4. Personnel remain alert while on duty.	3.67	HE	4.00	HE	3.66	HE
5. Supervisors provide immediate support during emergencies.	3.70	HE	3.00	E	3.65	HE
6. Response procedures are properly followed.	3.71	HE	4.00	HE	3.70	HE
7. Coordination among personnel during incidents is effective.	3.71	HE	3.50	HE	3.67	HE
8. Response actions minimize risks to people and property.	3.66	HE	3.00	E	3.62	HE
9. Personnel are prepared to handle emergencies.	3.72	HE	4.00	HE	3.70	HE
10. Overall response time meets security standards.	3.69	HE	4.00	VE	3.71	VE
Overall	**3.78**	**HE**	**3.50**	**HE**	**3.75**	**HE**

**Legend: HE – Highly Efficient , E – Efficient, ME –Moderately Efficient, NE – Not Efficient*

Table 3 shows the respondents' assessment of the agency's response time. The overall mean of **3.75** was interpreted as **Highly Efficient**, indicating that the agency demonstrates prompt and effective responses to incidents and emergencies. The highest-rated indicators were *"Response procedures are properly followed"* and *"Personnel are prepared to handle emergencies"* with means of **3.70**, while *"Emergency situations are handled without delay"* obtained the lowest mean of **3.56**. The findings imply that the agency has established effective response mechanisms that contribute to operational efficiency and security service effectiveness.

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Table 4. Comparative Analysis in the Perceived Level of Process Efficiency by the Respondents in terms of Various Factors

Process Efficiency	Type of Respondent				Mann-Whitney Z-Value	Test Statistics p-value
	Security Personnel		Administrative Staff			
	Med	Int	Med	Int		
Service Delivery	3.76	HE	3.50	HE	-1.400	0.161
Resource Utilization	3.67	HE	3.00	E	-1.239	0.215
Response Time	3.78	HE	3.50	HE	-1.516	0.129

**significant @ ≤ 0.05; Legend: HE – Highly Efficient , E – Efficient, ME –Moderately Efficient, NE – Not Efficient*

Table 4 presents the comparative analysis of the perceived level of process efficiency between security personnel and administrative staff. The computed p-values for service delivery (**0.161**), resource utilization (**0.215**), and response time (**0.129**) were all greater than the 0.05 level of significance. Therefore, the null hypothesis was accepted, indicating **no significant difference** in the respondents' perceptions regarding the agency's process efficiency. This suggests that both groups consistently viewed the agency as highly efficient across all dimensions assessed.

Table 5. Level of Workforce Development in terms of Training

Training	Security Personnel		Administrative Staff		Overall	
	Med	Int	Med	Int	Med	Int
1. Training programs enhance job performance.	3.67	HD	3.00	D	3.62	HD
2. Training content is relevant to work assignments.	3.67	HD	3.50	HD	3.64	HD
3. Training activities are conducted regularly.	3.51	HD	3.00	D	3.49	HD
4. Training improves incident-handling skills..	3.69	HD	3.00	D	3.65	HD
5. Skills learned from training are applied on duty.	3.68	HD	4.00	HD	3.67	HD
6. Training sessions are well-organized.	3.58	HD	3.00	D	3.53	HD
7. Trainers are competent and knowledgeable.	3.71	HD	4.00	HD	3.69	HD
8. Training contributes to improved service quality.	3.67	HD	4.00	HD	3.65	HD
9. Management supports employee participation in training.	3.66	HD	4.00	HD	3.64	HD
10. Training improves overall operational efficiency.	3.68	HD	4.00	HD	3.66	HD
Overall	**3.78**	**HD**	**4.00**	**HD**	**3.76**	**HD**

**Legend:HD –Highly Developed, D – Developed, MD- Moderately Developed, ND– Not Developed*

Table 5 presents the respondents' assessment of workforce development in terms of training. The overall mean of 3.76 was interpreted as Highly Developed, indicating that the agency provides effective training programs that enhance employee competencies and job performance. The highest-rated indicator was *"Trainers are competent and knowledgeable"* with a mean of 3.69, while *"Training activities are conducted regularly"* received the lowest mean of 3.49. The results suggest that training initiatives significantly contribute to workforce development, although increased training frequency may further strengthen employee capabilities.

Table 6. Level of Workforce Development in terms of Career Advancement Opportunities

Career Advancement Opportunities	Security Personnel		Administrative Staff		Overall	
	Med	Int	Med	Int	Med	Int
1. Promotion opportunities are available within the agency.	3.45	HD	3.00	D	3.39	HD
2. Performance is fairly evaluated for promotion.	3.47	HD	3.00	D	3.42	HD
3. Clear career paths exist for personnel.	3.44	HD	3.00	D	3.39	HD
4. Management supports career growth.	3.48	HD	3.00	D	3.43	HD
5. Career advancement motivates improved performance.	3.55	HD	3.00	D	3.51	HD
6. Promotion procedures are transparent.	3.51	HD	3.00	D	3.49	HD
7. Supervisors encourage professional development.	3.56	HD	3.00	D	3.53	HD
8. Career development programs are accessible.	3.60	HD	4.00	HD	3.60	HD
9. Career advancement improves employee commitment.	3.63	HD	4.00	HD	3.62	HD
10. Career growth increases job satisfaction.	3.57	HD	4.00	HD	3.59	HD
Overall	**3.59**	**HD**	**3.00**	**D**	**3.54**	**HD**

**Legend:HD –Highly Developed, D – Developed, MD- Moderately Developed, ND– Not Developed*

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Table 6 shows the respondents' assessment of career advancement opportunities. The overall mean of **3.54** was interpreted as **Highly Developed**, indicating that employees perceive the agency's career growth programs positively. The highest-rated indicator was *"Career advancement improves employee commitment"* with a mean of **3.62**, while *"Promotion opportunities are available within the agency"* and *"Clear career paths exist for personnel"* both received the lowest mean of **3.39**. These findings imply that while career development opportunities exist, further efforts may be made to enhance transparency and accessibility of promotion systems

Table 7. Level of Workforce Development in terms of Employee Motivation

Employee Motivation	Security Personnel		Administrative Staff		Overall	
	Med	Int	Med	Int	Med	Int
1. Employees are motivated to perform their duties well	3.63	HD	3.00	D	3.59	HD
2. Good performance is recognized by management.	3.57	HD	3.00	D	3.54	HD
3. The work environment encourages productivity.	3.55	HD	3.00	D	3.50	HD
4. Employees feel valued by management.	3.61	HD	3.00	D	3.58	HD
5. Motivation positively affects work performance.	3.68	HD	3.50	VE	3.65	HD
6. Incentives increase employee motivation.	3.42	HD	3.00	D	3.40	HD
7. Support from supervisors enhances motivation.	3.62	HD	3.00	D	3.54	HD
8. Motivation improves service delivery to clients.	3.64	HD	3.50	VE	3.61	HD
9. Job satisfaction improves work commitment.	3.61	HD	3.00	D	3.55	HD
10. Employee motivation contributes to agency effectiveness.	3.61	HD	3.50	VE	3.59	HD
Overall	**3.65**	**HD**	**3.00**	**D**	**3.58**	**HD**

**Legend:HD –Highly Developed, D – Developed, MD- Moderately Developed, ND– Not Developed*

Table 7 presents the respondents' assessment of employee motivation. The results revealed an overall mean of **3.58**, interpreted as **Highly Developed**. The highest-rated indicator was *"Motivation positively affects work performance"* with a mean of **3.65**, while *"Incentives increase employee motivation"* obtained the lowest mean of **3.40**. The findings indicate that employee motivation contributes positively to organizational effectiveness; however, strengthening incentive and reward systems may further improve workforce engagement and performance.

Table 8. Level of Workforce Development in terms of Employee Motivation

Employee Motivation	Security Personnel		Administrative Staff		Overall	
	Med	Int	Med	Int	Med	Int
1. Employees are motivated to perform their duties well	3.63	HD	3.00	D	3.59	HD
2. Good performance is recognized by management.	3.57	HD	3.00	D	3.54	HD
3. The work environment encourages productivity.	3.55	HD	3.00	D	3.50	HD
4. Employees feel valued by management.	3.61	HD	3.00	D	3.58	HD
5. Motivation positively affects work performance.	3.68	HD	3.50	HD	3.65	HD
6. Incentives increase employee motivation.	3.42	HD	3.00	D	3.40	HD
7. Support from supervisors enhances motivation.	3.62	HD	3.00	D	3.54	HD
8. Motivation improves service delivery to clients.	3.64	HD	3.50	HD	3.61	HD
9. Job satisfaction improves work commitment.	3.61	HD	3.00	D	3.55	HD
10. Employee motivation contributes to agency effectiveness.	3.61	HD	3.50	HD	3.59	HD
Overall	**3.65**	**HD**	**3.00**	**ED**	**3.58**	**HD**

**Legend:HD –Highly Developed, D – Developed, MD- Moderately Developed, ND– Not Developed*

Table 8 presents the level of workforce development of Gruppo Eslabon Security Agencies in terms of employee motivation. The findings revealed an overall mean of 3.58, interpreted as Highly Developed, indicating that employee motivation is a strong component of the agency's workforce development program. The highest-rated indicator was "Motivation positively affects work performance" with a mean of 3.65, while "Incentives increase employee motivation" obtained the lowest mean of 3.40, although it remained within the Highly Developed category. Security personnel rated employee motivation as Highly Developed (3.65), whereas administrative staff rated it as Developed (3.00). Overall, the results suggest that motivated employees contribute to improved job performance, service delivery, commitment, and organizational effectiveness, highlighting the importance of sustaining recognition, supervisory support, and motivational initiatives within the agency.

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Table 9. Comparative Analysis in the Perceived Level of Workforce Development by the Respondents in terms of Various Factors

Perceived Level of Workforce Development	Type of Respondent				Mann-Whitney Z-Value	Test Statistics p-value
	Security Personnel		Administrative Staff			
	Med	Int	Med	Int		
Training	3.78	HD	4.00	HD	-0.825	0.409
Career Advancement Opportunities	3.59	HD	3.00	D	-1.172	0.241
Employee Motivation	3.65	HD	3.00	D	-2.086	0.037*

**significant @ ≤ 0.05; Legend: HD –Highly Developed, D – Developed, MD- Moderately Developed, ND– Not Developed*

Table 9 presents the comparative analysis of workforce development factors between security personnel and administrative staff. The results showed that training (**p = 0.409**) and career advancement opportunities (**p = 0.241**) were not significant since their p-values were greater than 0.05. However, employee motivation (**p = 0.037**) was found to be significant, indicating a difference in perceptions between the two respondent groups. Thus, the null hypothesis was accepted for training and career advancement opportunities but rejected for employee motivation. This suggests that security personnel and administrative staff differ in how they perceive motivational factors within the agency.

Table 10. Challenges Encountered in Improving Operational Efficiency and Workforce Development

Participant	Actual Response	Emerging Theme
SG1	"Minsan kulang ang naka-assign na guwardiya kaya kailangan naming mag-overtime para mabantayan lahat ng post."	Workforce Stability and Staffing Constraints
SG2	"Maraming umaalis na guwardiya dahil naghahanap ng mas mataas na sahod o mas magandang benepisyo."	Employee Retention Challenges
SG3	"Hindi palaging may training kaya may mga bagong sitwasyon na nahihirapan kaming harapin."	Limited Professional Development Opportunities
SG4	"May mga gamit na luma na at kailangan nang palitan para mas mabilis ang trabaho."	Equipment and Resource Limitations
SG5	"May mga pagkakataon na hindi pare-pareho ang pagsunod sa SOP depende sa area o supervisor."	SOP Implementation Issues
SG6	"May ilang empleyado na nawawalan ng gana dahil bihira ang pagkilala at insentibo sa kanilang trabaho."	Employee Motivation Concerns
AS1	"One challenge is recruiting qualified personnel who are willing to stay in the company for a longer period."	Recruitment and Staffing Challenges
AS2	"Employee retention remains a concern because experienced personnel sometimes transfer to other companies."	Employee Retention Challenges
AS3	"There is a need for additional training programs to continuously develop employees' skills."	Professional Development Needs
AS4	"Budget limitations occasionally affect the procurement of equipment and resources."	Resource and Equipment Adequacy Issues
AS5	"Ensuring consistent compliance with SOPs across all assignments remains a challenge."	SOP Compliance Concerns
AS6	"Some employees express concerns regarding limited recognition and career growth opportunities."	Motivation and Career Advancement Concerns

Table 10 presents the challenges encountered in improving operational efficiency and workforce development within Gruppo Eslabon Security Agencies. The responses revealed recurring themes such as workforce stability and staffing constraints, employee retention challenges, limited professional development opportunities, equipment and resource limitations, SOP implementation issues, and employee motivation concerns. These findings indicate that although the agency performs efficiently, challenges related to staffing, retention, training, equipment adequacy, and employee recognition continue to affect organizational effectiveness and workforce development.

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Table 11. Influence of Challenges on Service Quality, Workforce Performance, and Client Expectations

Participant	Actual Response	Themes
SG1	"Kapag kulang ang tao, mas mabigat ang trabaho at naaapektuhan ang kalidad ng serbisyo."	Impact of Manpower Shortages
SG2	"Kapag maraming bagong tao, mas matagal silang masanay kaya minsan naaapektuhan ang trabaho."	Impact of Turnover on Service Quality
SG3	"Kung kulang ang training, hindi lahat ng guwardiya ay handa sa iba't ibang sitwasyon."	Importance of Continuous Learning
SG4	"Kapag luma ang kagamitan, bumabagal ang trabaho at minsan naaapektuhan ang pagresponde sa insidente."	Operational Support Challenges
SG5	"Kapag hindi pare-pareho ang pagsunod sa SOP, nagkakaroon ng kalituhan sa trabaho."	Need for Operational Consistency
SG6	"Kapag mababa ang motibasyon ng empleyado, naaapektuhan ang kanilang performance at pakikitungo sa kliyente."	Employee Engagement Issues
AS1	"Staff shortages can make deployment scheduling more difficult and may affect operational efficiency."	Staffing Impact on Operations
AS2	"The loss of experienced personnel can affect service consistency and organizational effectiveness."	Organizational Effectiveness Concerns
AS3	"Limited training opportunities may reduce employees' ability to perform at their highest level."	Workforce Development Issues
AS4	"A lack of updated resources may result in delays and reduced operational efficiency."	Resource Support Challenges
AS5	"Inconsistent implementation of SOPs may affect service quality and client satisfaction."	Service Standardization
AS6	"Employees who feel unrecognized may become less engaged, which can influence productivity and service delivery."	Employee Engagement and Performance

Table 11 shows the perceived influence of organizational challenges on service quality, workforce performance, and client expectations. The responses highlighted concerns regarding manpower shortages, employee turnover, limited training opportunities, outdated resources, inconsistent SOP implementation, and employee engagement issues. These challenges were perceived to affect operational efficiency, service consistency, employee productivity, and client satisfaction. The findings suggest that addressing these concerns through strategic workforce planning, continuous training, resource enhancement, and employee recognition programs may significantly improve organizational performance and service delivery.

CONCLUSION

The findings of the study revealed that Gruppo Eslabon Security Agencies demonstrated a highly efficient level of process efficiency in terms of service delivery, resource utilization, and response time. The results indicate that the agency effectively manages its operational processes through timely service delivery, proper allocation of resources, and prompt response to incidents and emergencies. Furthermore, no significant differences were found between the assessments of security personnel and administrative staff regarding process efficiency, suggesting a shared perception of the agency's operational effectiveness.

The study also established that the agency exhibited a highly developed level of workforce development in terms of training, career advancement opportunities, and employee motivation. Training programs were found to enhance employee competencies and operational performance, while career advancement opportunities contributed to employee commitment and job satisfaction. Employee motivation was likewise perceived to positively influence productivity and service quality. However, a significant difference was observed in the respondents' perceptions of employee motivation, indicating varying viewpoints between security personnel and administrative staff regarding motivational practices within the organization.

Despite the positive assessments, the respondents identified several challenges affecting operational efficiency and workforce development, including staffing shortages, employee retention issues, limited training opportunities, resource and equipment constraints, inconsistent implementation of standard operating procedures, and concerns related to employee recognition and motivation. These challenges were perceived to influence service quality, workforce performance, operational consistency, and client satisfaction.

Overall, the study concludes that Gruppo Eslabon Security Agencies maintains effective operational practices and workforce development initiatives that contribute to organizational success. Nevertheless, addressing the identified challenges through strategic workforce planning, continuous professional development, resource enhancement, strengthened SOP implementation, and improved employee recognition programs would further enhance the agency's effectiveness, workforce performance, and quality of service delivery.

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Recommendation

Based on the findings and conclusions of the study, the following recommendations are proposed:

1. Gruppo Eslabon Security Agencies should strengthen its workforce planning and recruitment strategies to address staffing shortages and minimize understaffing or overstaffing across security posts. Maintaining an adequate workforce will help ensure continuous service quality and operational efficiency.
2. The agency should enhance its employee retention programs by providing competitive compensation, recognition initiatives, and improved career development opportunities. These measures may help reduce employee turnover and increase workforce stability.
3. Management should implement regular and comprehensive training programs to continuously develop employees' knowledge, skills, and competencies in security operations, emergency response, and customer service. Continuous professional development will further strengthen workforce effectiveness and service delivery.
4. The agency should allocate sufficient resources for the acquisition, maintenance, and upgrading of security equipment and operational resources. Modern and reliable equipment can improve operational performance, response time, and overall service quality.
5. Standard Operating Procedures (SOPs) should be reviewed, updated, and consistently implemented across all assignments. Regular monitoring and supervisory evaluations may help ensure compliance and promote uniform operational standards throughout the organization.
6. The agency should strengthen employee motivation programs by establishing effective recognition systems, performance-based incentives, and employee engagement activities. These initiatives can improve job satisfaction, commitment, productivity, and service excellence.
7. Future researchers may conduct similar studies involving a larger population of security personnel and administrative staff from different security agencies to validate the findings and generate more comprehensive insights regarding process efficiency and workforce development within the private security industry.
8. Future studies may also explore additional variables such as leadership effectiveness, organizational culture, employee satisfaction, and technological innovation to further understand factors influencing operational efficiency and workforce development in security agencies.

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