

Expanding Access to Employment Facilitation: Shared Service Integration and Operational Performance of Company X

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I. THE PROBLEM AND ITS SETTING

Introduction : In recent years, shared service centers (SSCs) have emerged as a pivotal strategy for organizations worldwide seeking to streamline operations, enhance efficiency, and drive innovation while minimizing costs. SSCs represent a centralized hub within an organization, consolidating specific functions or services to serve multiple business units or departments. This approach has gained considerable traction across both public and private sectors, reflecting a global trend toward operational optimization and resource consolidation. Particularly in the Philippines, where the business landscape is rapidly evolving, the adoption of SSCs has become increasingly prevalent as companies seek to leverage the benefits of this model to navigate complex market dynamics and remain competitive.

A shared service center (SSC) represents a strategic organizational unit designed to consolidate and optimize specific business functions within a centralized framework (Gartner, 2021). By integrating people, processes, and technologies, an SSC streamlines operations by eliminating redundancies and standardizing procedures across different departments or business units. This centralized approach enhances efficiency by minimizing duplication of efforts and resources, ultimately promoting cost-effectiveness throughout the organization. Furthermore, the SSC serves as a focal point for delivering essential services to various internal units, ensuring consistent and high-quality service delivery while enabling other parts of the organization to focus on core activities. Through its dedication to delivering defined business functions efficiently and effectively, the SSC plays a crucial role in driving operational excellence and supporting the overarching strategic objectives of the organization.

Lakshmi, M., et al. (2020) underscore the growing significance of shared service centers (SSCs) in modern organizational settings by emphasizing their multifaceted benefits. SSCs enable cost reduction initiatives through the consolidation and centralization of business functions. By streamlining processes and eliminating duplication of efforts across different departments or business units, SSCs can achieve economies of scale and operational efficiencies, leading to significant cost savings for the organization. Shared Service Centers (SSCs) have emerged as a strategy in global enterprises committed to investing in the expertise of their workforce, whether by business unit or region. By centralizing administration and control, SSCs facilitate the standardization of operations that were previously conducted independently. This not only yields improvements for the company but also fosters professional development among employees, aligning with the objective of retaining valuable human capital. According to Chazey Partners (2022), "Shared Services" is a delivery model aimed at efficiently providing non-core services to businesses, leveraging a specialized team with geographic flexibility and customer-centric focus. Unlike traditional corporate-driven centralization, this approach emphasizes a philosophy and methodology centered on customer requirements.

SSCs distinguish themselves through client-centricity, technological optimization, and the implementation of best practices to operate with efficiency. Their primary strategy involves functioning as a business entity, catering to both internal and external customers, and viewing workload volume as an opportunity for widespread process standardization and control enhancements. The overarching goal of SSCs is to deliver high-quality, mission-critical services ranging from repetitive core tasks to specialized professional services at a lower cost and with greater efficiency than could be achieved independently by the company (Chazey Partners, 2022). Shared service centers (SSCs) have emerged as a transformative approach for organizations worldwide, providing a centralized platform to consolidate and streamline various functions, thereby optimizing efficiency and reducing costs (Cruz, et al., 2021). This model has garnered significant attention and adoption across diverse industries, reflecting a global shift towards innovative operational strategies. In the Philippines, a dynamic and rapidly evolving business landscape, the adoption of SSCs is becoming increasingly prominent as companies seek to harness their benefits to navigate local market complexities and enhance competitiveness.

Cruz and colleagues explore the role of SSCs in driving organizational efficiency and agility in the Philippine context (Cruz et al., 2021). They discuss how SSCs enable companies to centralize key functions, such as finance and HR, to achieve operational excellence and better adapt to market dynamics. Similarly, Garcia and Santos investigate the impact of SSC implementation on cost reduction and service quality improvement in Philippine businesses (Garcia & Santos, 2022). They highlight the operational advantages of SSCs and their role in enhancing competitiveness in the local market. Tan et al. examine the factors influencing the adoption of SSCs among Philippine companies, shedding light on the drivers and challenges associated with this organizational transformation (Tan et al., 2020). Their findings contribute valuable insights into the dynamics of SSC adoption in the Philippine business landscape. Additionally, Ramos and colleagues analyze the evolving role of SSCs in supporting innovation and digital transformation initiatives in Philippine organizations (Ramos et al., 2023). They discuss how SSCs serve as catalysts for innovation by leveraging advanced technologies and centralized expertise.

Statement of the Problem

Specifically, this study will be sought answers to the following sub-problems:

1. What is the respondent's demographic profile in terms of:
 - ✚ age;
 - ✚ gender;
 - ✚ course;
 - ✚ years of service;
2. What is the efficiency level of Shared Service Integration of *Company X* in terms of the following areas:
 - ✚ Process;
 - ✚ People;
 - ✚ Performance;
3. Is there a significant difference in the assessment of the respondents as to the efficiency level of shared services integration when grouped according to their profile?
4. What is the level/status of the operational performance of **Company X** in terms of the following:
 - ✚ Simplification
 - ✚ Reliability
 - ✚ Responsiveness
5. Is there a significant relationship between the assessed efficiency of shared service integration and operational performance of **Company X**?
6. Based on the findings of the study, what sustainability plan may be forwarded to further expand access to employment facilitation?

Theoretical/Conceptual Framework : This study is anchored by the Five Ps model, or 5Ps, is a strategic model developed in the early 1992 by Randall Schuler. The 5P Model is founded on five fundamental principles: purpose, principles, procedures, people, and performance. When these five guiding principles are properly aligned and balanced, a company is more likely to succeed.

Organizational performance is directly linked to employee performance and guided by the organization's aims and principles, according to the 5P's HRM Model. Aside for Five 5P's model, this study also anchored by the Gartner (2020) in terms of Operational Performance.

Gartner frames the SSC value proposition in three imperatives:

1. Build a foundation of value with reliable, low-cost services.
2. Simplify the level of effort in the customer experience.
3. Provide insights that help business partners improve business performance.

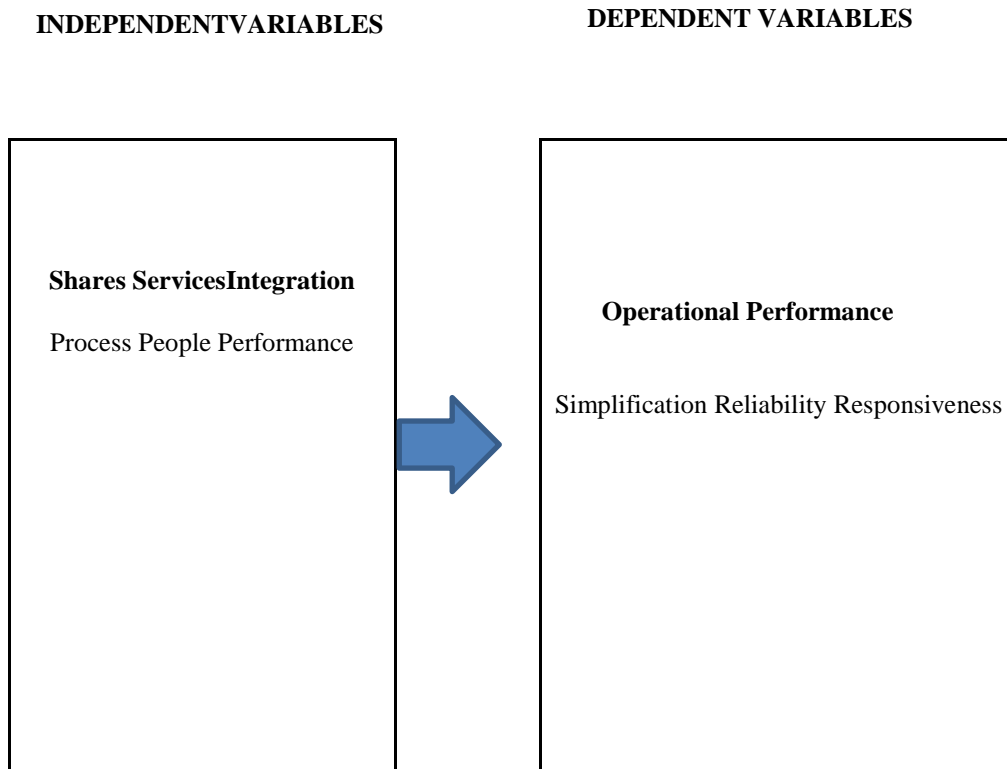


Figure 1: Research Paradigm

Hypothesis

- There is no significant difference in the assessment of the respondents as to the efficiency level of shared services integration when grouped according to their profile.
- There is no significant relationship between the assessed efficiency of shared service integration and operational performance of **Company X**

Scope and Limitation of the Study: This study aims to evaluate the efficiency level of Shared Service Integration within Company X, focusing on key aspects such as purpose, principles, process, people, performance, and operational performance. Specifically, the research will assess the insight, simplification, and reliability of the integration process. The evaluation will be conducted among experts within the Source-to-Pay (S2P) department, encompassing a total of eleven (11) teams, with each team consisting of three experts.

Significance of the Study

The study is beneficial to the following.

The Employees. The study will give more employment opportunities and awareness about operational performance in each employee.

The Team Leaders. The study will help the leaders to determine the key areas to be improved for the process and to determine employees who need and want additional trainings that will company, and employees will benefit.

The Stakeholders. The study will help for the future partnership. It can also help with their decision making and having background on what process company offer.

The Future Researchers. The study of this research may serve as additional reference in their study and can be used as related literature.

Definition of Terms : For better understanding of the study, the following terms are defined operationally.

Employee Facilitation. Refers to the process of guiding, supporting, and assisting employees to improve their skills, enhance their productivity, and achieve their personal and organizational goals.

Operational Performance. Measures how well a company performs its core business activities. It's measured using key performance indicators (KPIs), usually quantifiable measures of a process, process step, or program.

People. Used to refer to everyone, or informally to the group that you are speaking to.

Performance. How well a person, machine, etc. does a piece of work or an activity.

Principles. A fundamental truth or proposition that serves as the foundation for a system of belief or behavior or for a chain of reasoning.

Process. A series of actions that you take to achieve a result.

Reliability. The quality of being trustworthy or of performing consistently well.

Shared Service. Shared services is the consolidation of business operations that are used by multiple parts of the same organization. Shared services are cost-efficient because they centralize back-office operations that are used by multiple divisions of the same company and eliminate redundancy.

Simplification. Is the process of replacing every complex by an equivalent of one or shorter model.

II. REVIEW OF RELATED LITERATURE AND STUDIES

This chapter includes a review of relevant literature and studies from both local and international sources that are considered crucial to this investigation. By exploring these works, readers will gain important insights and concepts that will enhance their understanding of the subject matter of this research. This thorough examination not only situates the current study within the broader academic landscape but also highlights its significance, offering a comprehensive perspective on the topic and identifying areas for further exploration.

Conceptual Literature : Shared service centers (SSCs) have emerged as a prominent organizational model for streamlining operations, enhancing efficiency, and driving innovation while minimizing costs (Smith & Johnson, 2023; McKinsey & Company, 2021). This global trend highlights the increasing adoption of SSCs as a strategic approach to achieve operational excellence.

Studies emphasize the multifaceted benefits that SSCs bring to organizations. By consolidating and centralizing specific business functions, SSCs enable companies to realize significant cost savings, optimize resource utilization, and enhance overall operational efficiency (Lakshmi et al., 2020; Gartner, 2020). This consolidation leads to economies of scale and standardization of processes, which contribute to improved productivity and performance across the organization. Lakshmi et al. (2020) and Gartner (2020) highlight cost reduction and efficiency gains as key benefits of SSCs. Through consolidation and optimization, SSCs eliminate redundancies and streamline processes, leading to tangible cost savings and improved resource utilization. Gartner (2020) emphasizes the role of SSCs in ensuring consistent and high-quality service delivery across different departments or business units. This standardization contributes to enhanced organizational performance and fosters greater customer satisfaction and stakeholder trust.

Lakshmi et al. (2020) highlight the role of SSCs as catalysts for innovation. By freeing up resources and talent from routine administrative tasks, SSCs allow organizations to redirect their focus towards strategic initiatives and value-added activities. Gartner (2020) provides valuable guidance on showcasing the value of SSCs through three key dimensions: operational efficiency, service quality improvement, and strategic support. Consolidation and centralization of business functions lead to streamlined processes and elimination of redundancies, ultimately achieving economies of scale and reducing costs associated with duplicated efforts (Gartner, 2020). Standardization of procedures and implementation of best practices across departments ensure consistent and high-quality service levels, enhancing customer satisfaction and stakeholder confidence. By freeing up talent from routine tasks, SSCs enable organizations to redirect resources towards strategic initiatives and value-added activities, ensuring alignment with organizational goals and objectives.

Centralizing critical functions streamlines processes, eliminates redundancies, and enhances overall organizational efficiency and agility (Cruz et al., 2021). Streamlined processes and improved service delivery enable businesses to achieve cost reductions while simultaneously enhancing the quality of services offered to customers (Garcia and Santos, 2022). SSCs serve as catalysts for innovation by leveraging advanced technologies and centralized expertise to drive sustainable growth and competitive advantage (Ramos et al., 2023; Rivera et al., 2021). Fernandez et al. (2022) examine the effectiveness of SSCs in improving service delivery and operational efficiency within Philippine public sector organizations. Their study highlights the role of SSCs in centralizing and standardizing administrative functions, leading to cost savings and improved resource allocation. Tan et al. (2020) delve into the factors influencing the adoption of SSCs among Philippine companies. Their research sheds light on both the motivations (cost reduction, process standardization, and operational efficiency) and the barriers (organizational resistance to change, cultural differences, and implementation complexity) associated with SSC adoption.

Research Literature : Several strategic approaches contribute significantly to organizational efficiency. Agile management practices, characterized by flexibility and responsiveness to change, empower organizations to adapt quickly to evolving market demands (Jena, 2020; Wang et al., 2020). Additionally, strategic resource allocation, which involves clear role definitions and prioritization, ensures resources are directed towards activities with the highest return (Jena, 2020; Wang et al., 2020). These strategic practices work in tandem to optimize resource utilization and enhance overall efficiency.

Furthermore, organizations can leverage digital transformation as a key driver of efficiency. By integrating advanced technologies, organizations can streamline operations, improve decision-making, and enhance productivity (Ransbotham et al., 2020). Supply chain management and customer service are prime examples of areas where digital technologies have yielded substantial efficiency gains (Ransbotham et al., 2020). Efficient procurement practices and robust Human Resource Information Systems (HRIS) further contribute to improved performance by facilitating smoother workflows and data-driven decision-making (Zhu & Liu, 2020; Hendrickson, 2020). In addition to digital transformation, aligning organizational practices with international best practices is essential. Benchmarking against industry leaders allows organizations to identify areas for improvement and implement effective strategies, ultimately enhancing efficiency (Al-Shaiba et al., 2020). This approach ensures organizations are continuously learning and adapting to achieve optimal efficiency.

The focus now shifts to the fundamental aspect of process efficiency. Process efficiency lies at the heart of organizational success, reflecting how effectively resources are used to achieve desired outcomes (Evans, 2020). A highly efficient process maximizes resources like time, money, and manpower, leading to cost savings, improved productivity, quality, and ultimately, satisfied customers (Evans, 2020). Several key principles contribute to achieving this optimal state. Hammer (2021) emphasizes the importance of streamlining workflows by eliminating unnecessary steps, bureaucratic procedures, or activities that don't add value. By identifying and removing these inefficiencies, organizations can reduce waste and streamline operations (Hammer, 2021). Additionally, reducing cycle times, the time it takes to complete a process, is crucial. Streamlined workflows and optimized processes contribute to faster completion times, leading to greater agility and responsiveness to customer demands (Hammer, 2021). Building on this foundation, Hoerl & Snee (2020) advocate for a systematic approach to process efficiency. This involves identifying and eliminating three key culprits: waste, variability, and non-value-added activities (Hoerl & Snee, 2020). Waste can take various forms, such as excess inventory or overproduction. Variability refers to inconsistencies within a process, leading to unpredictable outcomes. Non-value-added activities are tasks that don't directly contribute to customer value. By systematically identifying and addressing these inefficiencies, organizations can significantly improve process effectiveness (Hoerl & Snee, 2020).

As organizations strive for efficiency, the role of the digital revolution cannot be overstated. Digital transformation allows organizations to streamline operations and reduce errors (Salamah, Alzubi, & Yinal, 2024). Data-driven approaches, particularly big data analytics, are revolutionizing process efficiency (Davenport, 2022). By analyzing vast datasets, organizations can gain deep insights into their processes, uncovering hidden inefficiencies and pinpointing areas for improvement (Davenport, 2022). For instance, analyzing customer behavior data can help optimize supply chains, leading to reduced waste and improved customer satisfaction (Davenport, 2022). The human element, however, remains a crucial driver of organizational efficiency. Employees are not simply cogs in the machine; they are the driving force behind organizational efficiency. Employee engagement is a critical factor, with engaged employees demonstrating higher productivity, lower burnout, and reduced turnover (Harvard Business Review, 2020). Fostering engagement through supportive environments, positive work cultures, and recognition of contributions

Ultimately leads to improved organizational performance and efficiency (Harvard Business Review, 2020). Effective human resource management practices further enhance efficiency by boosting productivity and driving innovation (Al-Shaiba et al., 2019). This includes not just employee training and engagement but also benchmarking against industry leaders. By learning from top performers, organizations can identify and implement best practices that enhance efficiency (Al-Shaiba et al., 2019). Even in the digital age, the success of digital transformation hinges not just on technology, but also on employee well-being and effective communication (Kigirige et al., 2022). Well-supported and engaged employees are more likely to embrace new technologies and adapt to change, leading to higher productivity, reduced resistance, and improved collaboration (Kigirige et al., 2022). Effective communication ensures everyone understands transformation goals, new processes, and feels confident using new tools. Training and continuous support are crucial to mitigate anxieties associated with change. By prioritizing employee well-being, organizations create a culture that values innovation and resilience, ultimately enhancing the success of digital transformation initiatives (Kigirige et al., 2022).

Empowering employees by granting them ownership and control over their work is another key strategy. Studies by Kuva et al. (2020) suggest that this approach fosters motivation, creativity, and a heightened sense of responsibility. These factors directly translate to increased efficiency and improved problem-solving within teams, allowing organizations to unlock their full potential and achieve superior performance (Kuva et al., 2020). Furthermore, Bondarouk et al. (2021) emphasize the importance of tailoring efficiency strategies to specific roles. By understanding and addressing the unique needs of knowledge workers and project managers, organizations can optimize performance, enhance job satisfaction, and achieve greater overall efficiency (Bondarouk et al., 2021).

Effective measurement is critical for evaluating the impact of efficiency initiatives. Aktas et al. (2023) highlight the importance of clear metrics, which provide a systematic way to track progress, assess outcomes, and identify areas for improvement (Aktas et al., 2023). These metrics establish benchmarks and goals, allowing organizations to monitor efficiency initiatives more effectively through defined key performance indicators (KPIs) aligned with organizational objectives. Furthermore, clear metrics enable data-driven decision-making. By analyzing quantitative data from performance measurements, organizations can identify trends, patterns, and make informed decisions about resource allocation and process adjustments (Aktas et al., 2023). This ensures that efficiency initiatives are grounded in evidence and continuously refined based on real-time feedback.

As we have explored the various strategies and principles that drive organizational efficiency, it is essential to recognize the multifaceted nature of this pursuit. The pursuit of optimal organizational efficiency remains a central theme in achieving peak performance. Research by Kigirige et al. (2022) emphasizes a multifaceted approach, highlighting the interplay between technology, process optimization, and the human element (Kigirige et al., 2022). Interestingly, Asif et al. (2020) point out a positive environmental impact associated with efficient practices. By focusing on efficiency, organizations can achieve reductions in waste, lower energy consumption, and ultimately contribute to a more sustainable future (Asif et al., 2020).

Effective knowledge management practices act as a catalyst for improved efficiency and performance. Research by Donate & Guizardi (2021) highlights a critical link: organizations that foster knowledge sharing, collaboration, and leverage their collective expertise experience significant gains in both efficiency and performance (Donate & Guizardi, 2021). Organizational culture plays a crucial role in shaping efficiency and performance. A culture that prioritizes innovation, continuous improvement, and accountability fosters a more efficient work environment (Cooke & Rousseau, 2018). This cultural emphasis on learning, adaptation, and knowledge sharing creates a fertile ground for sustained peak performance. As we delve deeper into operational performance, we must consider the evolving landscape shaped by technology, human factors, and sustainability. Operational performance continues to evolve, encompassing diverse perspectives and exploring emerging trends. One prevalent theme is the impact of digital transformation on operational efficiency and competitiveness (Verdouw et al., 2021; Gupta et al., 2020). Studies delve into the role of Industry 4.0 technologies, such as robotics, automation, and blockchain, in optimizing processes, improving decision-making, and fostering innovation across industries (Sweeney et al., 2021; Stock & Selviaridis, 2020).

Furthermore, research emphasizes the importance of human factors in driving operational performance excellence. Employee engagement, leadership effectiveness, and organizational culture are identified as critical determinants of success (Gelderman et al., 2022; Gungor et al., 2021). Studies highlight the need for talent development, knowledge management, and effective communication strategies to empower employees and enhance organizational capabilities (Sundarakani et al., 2020; Tang et al., 2021).

To systematically assess and improve operational performance, scholars have developed and refined frameworks that integrate technology, process optimization, and organizational agility (Hill, 2021; Christopher & Peck, 2020). Additionally, the literature underscores the increasing significance of sustainability and corporate social responsibility (CSR) in operational performance, as organizations strive to balance economic objectives with environmental and social responsibilities (Sarkis et al., 2020). Industry-specific studies have delved into operational performance within sectors such as manufacturing, healthcare, retail, and logistics, addressing sector-specific challenges and opportunities (Fernandes et al., 2020; Kannan et al., 2021). For instance, in healthcare, researchers explore strategies to enhance patient flow and resource utilization, while in retail, studies focus on inventory management and supply chain efficiency (Morton & Decoteau, 2022; Ivanov et al., 2021).

Technology plays a pivotal role in driving operational performance improvement, with research examining the adoption of emerging technologies such as artificial intelligence (AI), big data analytics, and the Internet of Things (IoT) (Ivanov et al., 2020; Qrunfleh & Tarafdar, 2021). Innovation management practices, including open innovation and design thinking, are also explored as drivers of operational excellence (Bessant & Tidd, 2020; Chesbrough, 2020). Global perspectives and cross-cultural studies contribute valuable insights into how different cultural contexts and business environments impact operational performance (Sinkovics et al., 2020; Sayed et al., 2021). These studies emphasize the need for adaptive strategies and cross-cultural competence to navigate global challenges and opportunities. Emerging trends such as circular economy practices, green supply chain management, and the role of digital twins in optimizing operations have gained attention, reflecting the evolving landscape of operational performance (Bocken et al., 2020; Liu et al., 2021). Furthermore, the impact of global disruptions, such as the COVID-19 pandemic, has prompted research on resilience, risk management, and the need for agile and adaptable operational strategies (Ivanov, 2020; Lu et al., 2020). Overall, the literature on operational performance encompasses a wide array of perspectives, integrating technology, human factors, sustainability, and global considerations to provide a comprehensive understanding of how organizations can achieve and sustain excellence in their operations (Zhu et al., 2024).

Synthesis : The review of related literature and studies provides a comprehensive understanding of how various factors contribute to achieving and sustaining excellence within organizations. The synthesis highlights key themes and insights derived from both conceptual and research literature. Shared Service Centers (SSCs) have emerged as a pivotal model for enhancing organizational efficiency by consolidating and centralizing business functions. This model facilitates cost reduction, resource optimization, and improved service delivery through standardization of processes (Smith & Johnson, 2023; Lakshmi et al., 2020). SSCs also serve as catalysts for innovation by redirecting resources from routine tasks to strategic initiatives, thus driving sustainable growth and competitive advantage (Gartner, 2020; Cruz et al., 2021). The literature underscores the importance of leveraging advanced technologies and centralized expertise within SSCs to streamline operations and eliminate redundancies, leading to significant cost savings and improved resource allocation (Fernandez et al., 2022; Ramos et al., 2023). Strategic approaches such as agile management practices and strategic resource allocation are crucial for enhancing organizational efficiency. These practices enable organizations to adapt quickly to market changes and ensure that resources are directed toward high-return activities (Jena, 2020; Wang et al., 2020). Digital transformation is a key driver of efficiency, integrating advanced technologies to streamline operations, improve decision-making, and enhance productivity (Ransbotham et al., 2020). Efficient procurement practices and robust Human Resource Information Systems (HRIS) further contribute to improved performance by facilitating smoother workflows and data-driven decision-making (Zhu & Liu, 2020; Hendrickson, 2020).

Process efficiency is fundamental to organizational success, emphasizing the effective use of resources to achieve desired outcomes. Key principles include streamlining workflows, reducing cycle times, and eliminating waste, variability, and non-value-added activities (Evans, 2020; Hammer, 2021; Hoerl & Snee, 2020). The digital revolution, particularly through big data analytics, allows organizations to uncover hidden inefficiencies and optimize processes (Davenport, 2022). The human element is a crucial driver of organizational efficiency. Employee engagement, effective human resource management practices, and fostering a positive organizational culture significantly enhance productivity and innovation (Harvard Business Review, 2020; Kuva et al., 2020; Bondarouk et al., 2021). Employee well-being and effective communication are essential for the successful implementation of digital transformation initiatives, as engaged employees are more likely to embrace new technologies and adapt to change (Kigirige et al., 2022). Empowering employees by granting them ownership and control over their work fosters motivation and creativity, directly translating to increased efficiency and improved problem-solving within teams (Kuva et al., 2020).

Effective measurement is critical for evaluating the impact of efficiency initiatives. Clear metrics and key performance indicators (KPIs) provide a systematic way to track progress, assess outcomes, and identify areas for improvement, enabling data-driven decision-making (Aktas et al., 2023). Benchmarking against industry leaders helps organizations continuously learn and adapt, implementing best practices that enhance efficiency (Al-Shaiba et al., 2020). Operational performance is influenced by global perspectives and emerging trends, including sustainability, digital transformation, and cross-cultural competence. The adoption of Industry 4.0 technologies, such as AI, big data analytics, and the Internet of Things (IoT), optimizes processes and fosters innovation (Ivanov et al., 2020; Qrunfleh & Tarafdar, 2021). Studies highlight the importance of sustainability and corporate social responsibility (CSR) in balancing economic objectives with environmental and social responsibilities (Sarkis et al., 2020). Cross-cultural studies emphasize adaptive strategies to navigate global challenges and opportunities (Sinkovics et al., 2020; Sayed et al., 2021).

Research Gap : While the literature is extensive, several gaps remain that warrant further exploration. These gaps present opportunities for new research that can contribute to a deeper and more nuanced understanding of the field. Firstly, although there is significant literature on the benefits of Shared Service Centers (SSCs) and digital transformation independently, there is limited research on how emerging technologies such as artificial intelligence (AI), blockchain, and the Internet of Things (IoT) can be specifically integrated into SSCs to further enhance efficiency and innovation. Future studies could focus on case studies or empirical research that investigates the impact of these technologies on SSC performance, cost reduction, and service quality.

Furthermore, while studies have highlighted the benefits and barriers to SSC adoption, there is a lack of detailed exploration into how cultural differences within multinational organizations affect the implementation and success of SSCs. Research could examine how cultural variations influence the adoption process, employee engagement, and overall effectiveness of SSCs in different geographical regions. Additionally, most existing studies on digital transformation and its impact on efficiency are cross-sectional, providing a snapshot at a single point in time. There is a need for longitudinal studies that track the long-term effects of digital transformation initiatives on organizational efficiency. Longitudinal research can provide insights into the sustainability of efficiency gains, the evolution of digital tools, and the adaptation processes within organizations over time. Moreover, while the importance of metrics and KPIs is well-documented, there is a lack of comprehensive, holistic frameworks that integrate various dimensions of efficiency (e.g., process, human resources, technology) into a single measurement system. Developing and validating such frameworks could help organizations better monitor and enhance their efficiency initiatives, leading to more consistent and comparable assessments across different departments and industries.

In addition, although the role of employee engagement in organizational efficiency is recognized, there is insufficient research on how digital transformation specifically impacts employee engagement and how organizations can mitigate any negative effects. Studies could explore strategies to maintain or enhance employee engagement during digital transformation processes, considering factors such as training, communication, and change management. Similarly, while some research has addressed the intersection of efficiency and sustainability, there is a need for more detailed analysis of the trade-offs and synergies between these two goals. Future research could investigate how organizations can balance efficiency improvements with sustainability objectives, identifying best practices and potential conflicts. Furthermore, most studies offer a general perspective on organizational efficiency, with limited focus on sector-specific challenges and solutions. In-depth research into specific sectors such as healthcare, manufacturing, or retail can uncover unique efficiency strategies and highlight industry-specific best practices that can be generalized or adapted to other sectors. Finally, the COVID-19 pandemic and other global disruptions have prompted initial research into resilience and agility, but there is still a need for comprehensive studies on how such events impact long-term operational performance. Research could focus on resilience strategies, risk management practices, and how organizations can build agility to withstand and recover from global disruptions. By addressing these gaps, future research can provide a richer, more detailed understanding of how organizations can achieve and sustain efficiency and operational excellence in an increasingly complex and dynamic environment.

III. RESEARCH METHODOLOGY

This chapter discusses the research design, the respondents of the study, the instruments used, data gathering procedures, and statistical treatment of data.

Research Design : The researchers employed a descriptive correlational design for this study. Descriptive correlational research is a method that combines elements of descriptive and correlational research to explore relationships among variables within a study. This approach was particularly useful when the objective was to describe the status of variables and examine how they interact with one another without implying any cause-and-effect relationship. According to Judith Quaranta (2016), descriptive research focuses on accurately portraying characteristics, behaviors, or conditions. It aims to describe the "what" aspect of a phenomenon by systematically collecting data that depict the current state of affairs. Descriptive studies often involve surveys, observations, or case studies to gather detailed information about a particular subject, enabling researchers to summarize and interpret the data meaningfully.

Correlational research, on the other hand, is a type of non-experimental research where the primary goal is to determine whether a relationship exists between two or more variables and to quantify the strength and direction of this relationship using statistical measures. Unlike experimental research, correlational studies do not involve manipulating variables or establishing control groups. Instead, researchers measure variables as they naturally occur and use statistical tools such as Pearson's correlation coefficient to assess the degree to which the variables are related. A descriptive correlational design integrates these two approaches, allowing researchers to both describe characteristics and assess relationships among them simultaneously. Key features of this design include naturalistic observation, non-manipulative data collection, descriptive statistics, and correlation analysis.

Research Locale : The research was conducted in the National Capital Region.

Respondents of the Study : The respondents of the study were thirty-three (33) experts from the Source-to-Pay (S2P) department of **Company X**.

Population and Sampling : This study focused on employees holding expert positions within the Source-to-Pay (S2P) department at **Company X**. These individuals were chosen for their in-depth knowledge and experience, essential for providing valuable insights related to the research objectives. The total population for this study was thirty-three (33) experts. While involving the entire population was feasible, a two-phase approach was utilized to enhance the research process:

Phase 1: Pilot Testing (n=10)

A pilot test was conducted with a smaller sample of ten (10) randomly selected S2P experts. This pilot group completed the research instrument (survey/interview questions) to assess its clarity, effectiveness, and time requirements. Feedback from the pilot test was used to refine the research instrument before administering it to the entire population. This helped ensure the instrument accurately captured the intended information and minimized participant burden. The result of on the Cronbach's Alpha coefficients of $\alpha=.80$ for the level of efficiency of shared service integration and $\alpha=.90$ for status of the operational performance.

Phase 2: Census Survey (n=33)

After refining the instrument based on the pilot test, the study proceeded with a census survey. This involved administering the final research instrument to all 33 S2P experts in the population. The pilot test allowed for early identification and correction of any issues with the research instrument, leading to more reliable and valid data collection in the main study. By refining the instrument through the pilot, the final survey administered to all 33 experts was likely shorter and clearer, minimizing participant time commitment. Including all 33 experts in the final survey ensured a complete dataset and minimized the risk of non-response bias, leading to more representative and generalizable findings.

Instrumentation and Validation : For this quantitative research, face-to-face surveys served as the primary data collection method with the thirty-three experts from **Company X** Source-to-Pay (S2P) department. The questionnaire, designed by the researcher, comprised three distinct parts, each tailored to elicit responses pertinent to the study's objectives. The first part of the survey questionnaire focused on gathering demographic information about the respondents, including age, gender, course, and years of service. The second part of the questionnaire assessed the efficiency level of Shared Service Integration within **Company X**. This section was divided into three areas: process, people, and performance.

The third part of the questionnaire focused on assessing the level and status of operational performance within **Company X**, examining three specific dimensions: simplification, reliability, and responsiveness. To ensure the questionnaire's validity and reliability, a rigorous validation process was undertaken. Initially, experts in the field, including the research advisor, a research professor, and panelists, reviewed the questionnaire. Their feedback ensured clarity, relevance, and appropriateness of the questions. Subsequently, the Dean, possessing authority and expertise in research methodologies, scrutinized the questionnaire to ensure alignment with academic standards and research objectives. This comprehensive validation process aimed to refine the questionnaire, ensuring its efficacy in accurately capturing desired data while minimizing confusion or conflicts among respondents.

Evaluation and scoring :

To determine the level of efficiency of shared service integration, the following was used:

Numerical Rating	Numerical Range	Categorical Response	Verbal Interpretation
4	3.25 - 4.00	Highly Efficient	Very High
3	2.51 - 3.24	Efficient	High
2	1.75 - 2.50	Moderate Efficient	Low
1	1.00 - 1.74	Not efficient	Very Low

To determine the level of operational performance, the following was used::

Numerical Rating	Numerical Range	Categorical Response	Verbal Interpretation
4	3.25 - 4.00	Highly Exceptional	Very High
3	2.51 - 3.24	Exceptional	High
2	1.75 - 2.50	Moderately Exceptional	Low
1	1.00 - 1.74	Not Exceptional	Very Low

Data Gathering : The data gathering procedure for this study involved several steps to ensure the collection of accurate and relevant information from the respondents. Firstly, the researcher obtained permission from **Company X** to conduct the survey among the experts in the Source-to-Pay (S2P) department. This step was crucial to ensure compliance with organizational policies and ethical considerations regarding data collection from employees.

Once permission was granted, the researcher scheduled face-to-face survey sessions with the thirty-three identified experts from the S2P department. These sessions were arranged at convenient times for both the respondents and the researcher to facilitate active participation and minimize disruptions to work schedules. During the survey sessions, the researcher introduced the purpose and objectives of the study to the respondents, emphasizing the voluntary nature of their participation and the confidentiality of their responses. This step was essential to establish trust and encourage open and honest feedback from the respondents. Next, the researcher distributed the survey questionnaires to the respondents. Respondents were instructed to complete the questionnaires accurately and thoroughly, taking their time to provide thoughtful responses. Throughout the survey sessions, the researcher was available to address any questions or concerns raised by the respondents regarding the questionnaire or the study in general. Clear communication and support from the researcher helped ensure a smooth data collection process and enhanced respondent cooperation.

After the completion of the survey sessions, the researcher collected the filled-out questionnaires from the respondents. Careful attention was paid to ensure that all questionnaires were properly completed and free from errors or inconsistencies. Finally, the collected data was compiled, organized, and prepared for analysis. The researcher used statistical techniques to analyze the data and draw meaningful conclusions regarding the efficiency of Shared Service Integration and the operational performance of **Company X**. Insights gained from the analysis were used to inform recommendations for improvement and strategic decision-making within the organization.

Statistical treatment of Data

The following statistical tools were utilized in this study's quantitative analysis:

- ❖ **Weighted mean** - The weighted mean involves multiplying each data point in a set by a value which is determined by some characteristic of whatever contributed to the data point.

Formula:

$$\text{Weighted Mean} = \frac{\sum_{i=1}^n (X_i \times W_i)}{\sum_{i=1}^n W_i}$$

- ❖ **Percentage** - is a statistical measure often used to express a proportion or relative size of one quantity in relation to a whole, expressed as a fraction of 100.

$$\text{Formula: Percentage} = (\text{Value}/\text{Total Value}) \times 100$$

- ❖ **Anova** - is a statistical technique used to compare means among two or more groups to determine whether there are statistically significant differences between them.

Formula:

- ❖ **Pearson r** - measures the strength between the different variables and their relationships.

Formula:

$$F = \frac{MST}{MSE}$$

where:

F = ANOVA coefficient

MST = Mean sum of squares due to treatment

MSE = Mean sum of squares due to error

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}}$$

Where,

r = Pearson correlation coefficient

x = Values in the first set of data

y = Values in the second set of data

n = Total number of values.

Ethical Considerations : The researcher sought proper permission from each of the respondents before proceeding with data collection. It was ensured that all participants understood the purpose of the study, their voluntary participation, and their right to withdraw at any time without consequences. To maintain confidentiality, the researcher kept the identity of each respondent anonymous throughout the study. Additionally, all responses and data collected were treated with strict confidentiality. Only the researcher and authorized personnel had access to the collected data, and it was used solely for the purpose of research and analysis.

IV PRESENTATION, INTERPRETATION, AND ANALYSIS OF DATA

This chapter presents the results and discussion of the data gathered to discuss the answers to the research problems of the study. The discussion follows the sequence of how the statement of the problem is presented in the first chapter.

- ❖ **The respondent's demographic profile**

Table 1.1 shows the demographic profile of respondents in terms of age

Age Group	f	%	Rank
22-27 years old	16	48%	1
28-31 years old	8	24%	3
32-37 years old	9	27%	2
42-47 years old			
48 years old above			
TOTAL	33	100%	

Among the age brackets provided, those aged 22-27 years old constitute the largest segment, comprising 48% of the total population and securing the top rank. Following closely behind are individuals aged 32-37 years old, representing 27% of the population and ranking second. The age group of 28-31 years old ranks third, with 24% representation. Notably, data for individuals aged 42 years and above appears to be missing, suggesting a gap in the dataset regarding older age demographics.

Table 1.2 shows the demographic profile of respondents in terms of age

Gender	f	%	Rank
Male	6	18%	2
Female	27	82%	1
TOTAL	33	100%	

With 27 individuals accounting for 82% of the total, females emerge as the dominant gender group, claiming the top rank in representation. This substantial majority suggests a notable presence of females within the dataset. In contrast, males constitute a smaller proportion, comprising only 18% of the total with 6 individuals.

Table 1.3 shows the demographic profile of respondents in terms of course

Course	f	%	Rank
Accountancy	2	6%	3
Business Administration	28	85%	1
Entrepreneurship		0%	
Engineering	3	9%	2
TOTAL	33	100%	

Business Administration emerges as the most courses among the surveyed population, with 28 individuals comprising 85% of the total. This significant majority secures Business Administration the top rank in terms of representation, indicating a prevalent preference for this field of study among the respondents. Engineering ranks second, with 3 individuals representing 9% of the total population. Accountancy, with 2 individuals accounting for 6% of the total, ranks third. Entrepreneurship appears to have no representation in the dataset, indicating a lack of individuals pursuing this course among the surveyed population.

Table 1.4 shows the demographic profile of respondents in terms of Years of Experience

Years of Experience	f	%	Rank
0-3 years	1	3%	4
4-6 years	15	45%	1
7-9 years	8	24%	3
10-12 years	9	27%	2
13-15 years		0%	
16-18 years		0%	
19 years above		0%	
TOTAL	33	100%	

The data provided offers insights into the distribution of individuals based on their years of experience, presenting percentages and ranks for each category. Among the surveyed population, individuals with 4-6 years of experience emerge as the most prominent group, comprising 45% of the total and securing the top rank in representation. Following closely behind are individuals with 10-12 years of experience, representing 27% of the total and ranking second. The group with 7-9 years of experience ranks third, comprising 24% of the total population, indicating another significant segment with a moderate level of experience. Notably, individuals with 0-3 years of experience represent a smaller portion, accounting for only 3% of the total and ranking fourth.

❖ **The efficiency level of Shared Service Integration of Company X**

Table 2.1. shows the Level of Shared Service Integration of **Company X** in terms of Process

Indicator	Mean	Categorical Response	Verbal Interpretation
1. There is a clear understanding of desired outcomes and goals of the shared service Integration	3.21	Highly Efficient	Very High
2. There is mechanism in attending and converting all urgent Purchase Request to Purchase Order	2.97	Efficient	High
3. There is a system in place to measure and monitor the shared service integration's performance	2.67	Efficient	High
4. The organization is leveraging technology and automation to enhance the efficiency.	3.03	Efficient	High
Weighted Mean	2.97	Efficient	High

The highest mean score, indicating the area of highest efficiency, is attributed to the aspect concerning the clear understanding of desired outcomes and goals, with a mean score of 3.21. This suggests that **Company X** in terms of Process excels in aligning its operations with its overarching objectives, showcasing a very **high level of efficiency** in this critical aspect of shared service integration. Conversely, the lowest mean score, representing an area for potential improvement, is associated with the system in place to measure and monitor the shared service integration's performance, scoring 2.67. While still categorized as **efficient**, this suggests that there might be opportunities for enhancing the organization's monitoring processes to ensure a more robust assessment of performance and further elevate effectiveness in this domain. The overall mean score for the general assessment

of shared service integration at **Company X** in terms of Process is 2.97, categorizing it as efficient. This indicates that while there are notable strengths and areas of high efficiency within the organization's processes, there also exist opportunities for improvement to achieve an even higher level of efficiency across all dimensions of shared service integration.

The result was supported by the studies conducted by Smith & Johnson (2023) and McKinsey & Company (2021) as they emphasize the importance of aligning operations with overarching objectives. They highlight that a clear understanding of goals leads to enhanced efficiency and productivity, corroborating the high mean score in this aspect. While the mean score for this aspect is lower compared to others, it is still categorized as efficient. Lakshmi et al. (2020) underline the significance of shared service centers (SSCs) in facilitating cost reduction and elevating service standards, which aligns with the need for more robust monitoring processes to ensure consistent performance.

Table 2.2. shows the Level of Shared Service Integration of Company X in terms of People.

Indicator	Mean	Categorical Response	Verbal Interpretation
1. The employees are trained and equipped with the necessary skills to perform the task Efficiently	3.30	Highly Efficient	Very High
2. The employees are trained and equipped with the necessary skills to perform the task Efficiently	3.24	Efficient	High
3. There is an in-depth policies and procedures for employees to follow that has direct impact in the organization	3.06	Efficient	High
4. There is a positive work culture that encourage productivity and efficiency	3.27	Highly Efficient	Very High
Weighted Mean	3.22	Highly Efficient	Very High

Legend: 3.25 - 4.00 Highly Efficient; 2.51 - 3.24 Efficient; 1.75 - 2.50 Moderate Efficient; 1.00 - 1.74 Not Efficient

The highest mean score of 3.30, interpreted as **highly efficient**, reflects the organization's emphasis on equipping employees with the necessary skills to perform tasks efficiently. This aligns with findings from studies by Smith & Johnson (2023) and McKinsey & Company (2021), which emphasize the importance of SSCs in optimizing resource utilization and enhancing overall operational efficiency by consolidating and centralizing specific business functions. By ensuring that employees are trained and equipped with the necessary skills, **Company X** can leverage its workforce effectively to achieve operational excellence. Conversely, the lowest mean score of 3.06, categorized as **efficient**, highlights the need for further enhancement in the area of in-depth policies and procedures for employees. While still efficient, there may be opportunities to strengthen policies and procedures to ensure a more comprehensive framework that aligns with organizational goals and objectives. This resonates with the literature emphasizing the importance of SSCs in driving service quality improvement and strategic support (Gartner, 2020), where standardized procedures and best practices are crucial for ensuring consistent and high-quality service delivery. The overall mean score of 3.22, indicating a **highly efficient** level of shared service integration in terms of people, underscores the organization's commitment to fostering a positive work culture and equipping employees with the necessary skills. This aligns with the broader literature on SSCs, which highlight their role in driving operational efficiency,

enhancing service quality, and supporting strategic objectives (Cruz et al., 2021; Garcia & Santos, 2022).

Table 2.3. Level of Shared Service Integration of Company X in terms of Performance

Indicator	Mean	Categorical Response	Verbal Interpretation
1. There is a regular review and performance assessment to identify areas for improvement	2.73	Efficient	High
2. There is a culture of accountability and continuous improvement	2.97	Efficient	High
3. There is a regular feedback reviews to increase business Performance	2.88	Efficient	High
4. There is mechanism in identifying and addressing performance bottlenecks and Inefficiencies	2.88	Efficient	High
Weighted Mean	2.86	Efficient	High

Legend: 3.25 - 4.00 Highly Efficient; 2.51 - 3.24 Efficient; 1.75 - 2.50 Moderate Efficient; 1.00

- 1.74 Not Efficient

The highest mean score in the assessment of **Company X** shared service integration in terms of Performance is attributed to the aspect of "Culture of Accountability and Continuous Improvement" with a mean score of 2.97, interpreted as **efficient**. This indicates that the organization has established a culture that emphasizes accountability and fosters continuous improvement, aligning with the literature highlighting the role of shared service centers (SSCs) in driving operational efficiency and supporting strategic objectives (Gartner, 2020).

Conversely, the lowest mean score is associated with "Regular Review and Performance Assessment" with a mean score of 2.73, also interpreted as **efficient**. While still efficient, this suggests that there may be opportunities to strengthen the regular review and performance assessment processes to further enhance organizational performance and drive continuous improvement. This aligns with the literature emphasizing the importance of regular performance assessments and reviews in driving operational excellence and enabling businesses to adapt to evolving market dynamics (Lakshmi et al., 2020). The general mean score for the overall assessment of shared service integration in terms of performance is 2.86, also interpreted as **efficient**. This indicates that **Company X** demonstrates an overall efficient level of performance across various performance-related dimensions.

- ❖ Significant difference in the assessment of the respondents as to the efficiency level of shared services integration when grouped according to their profile.

Table 3.1. Level of efficiency in terms of Process when grouped according to their profile

	F-value	P-value	Decision	Interpretation
Age	0.002520585	0.9974828	Accept	Not Significant
Gender	2.570581836	0.321324699	Accept	Not Significant
Course	0.120975547	0.88648567	Accept	Not Significant
Years of Experience	2.529537564	0.076729405	Accept	Not Significant

*t-test was tested used; level of significance $p < \alpha = 0.05$

The results of the analysis examining the level of efficiency in terms of process when grouped according to different demographic profiles suggest that there are no Statistically significant differences among the groups. For age, gender, course, and years of experience, the p-values are all greater than the significance level ($p > 0.05$), indicating that there is insufficient evidence to reject the null hypothesis that there are no differences in efficiency levels based on these demographic factors. Therefore, we accept the null hypothesis and conclude that age, gender, course, and years of experience do not significantly influence the level of efficiency in terms of process. This finding has implications for organizational management, suggesting that efforts to enhance process efficiency need not focus on demographic characteristics. Instead, attention can be directed towards other factors that may have a more substantial impact on process performance, such as training, technology, organizational culture, or process design. By understanding that demographic variables do not significantly affect process efficiency, organizations can adopt more inclusive and equitable approaches to process optimization and improvement.

Table 3.2. Level of efficiency in terms of People when grouped according to their profile

	F-value	P-value	Decision	Interpretation
Age	0.894714498	0.419351223	Accept	Not Significant
Gender	2.364624252	0.304493178	Accept	Not Significant
Course	0.613941019	0.547874224	Accept	Not Significant
Years of Experience	1.73867486	0.181033029	Accept	Not Significant

*t-test was tested used; level of significance $p < \alpha = 0.05$

The analysis of the level of efficiency in terms of people when categorized by demographic profiles reveals that there are no significant differences among the groups. When examining the impact of age, gender, course, and years of experience on efficiency levels, the associated p-values are all greater than the predetermined significance level of 0.05. Consequently, these findings suggest that the observed differences in efficiency levels across different demographic categories could likely have occurred due to chance alone. Accepting the null hypothesis in each case, it can be concluded that age, gender, course, and years of experience do not exert a statistically significant influence on efficiency levels in terms of people within the organization. This implies that regardless of an individual's demographic characteristics, their performance in people-related tasks remains largely consistent.

Table 3.3. Level of efficiency in terms of Performance when grouped according to their profile

	F-value	P-value	Decision	Interpretation
Age	0.320064551	0.728550999	Accept	Not Significant
Gender	2.446911851	0.407119221	Accept	Not Significant
Course	0.199535289	0.820189557	Accept	Not Significant
Years of Experience	3.549624184	0.026500344	Reject	Significant

*t-test was tested used; level of significance $p < \alpha = 0.05$

The analysis of efficiency levels in terms of performance, stratified by demographic profiles, reveals that while age, gender, and course do not significantly influence performance efficiency, years of experience emerged as a significant factor. The F-value for years of experience is 3.55, with a corresponding p-value of 0.0265, which is below the predetermined significance level of 0.05. Consequently, the null hypothesis is rejected for years of experience, indicating that there are statistically significant differences in performance efficiency across different experience levels. This suggests that individuals with varying years of experience exhibit divergent levels of performance efficiency within the organization. Therefore, organizational interventions aimed at enhancing performance efficiency may benefit from considering employees' varying levels of experience. Strategies such as targeted training programs, mentorship initiatives, or knowledge-sharing platforms tailored to

specific experience levels could be implemented to optimize performance across the workforce. By recognizing the significance of experience in influencing performance efficiency, organizations can implement more nuanced and effective approaches to talent development and performance management, thereby fostering a more productive and engaged workforce.

❖ **Level/status of the operational performance of Company X**

Table 4.1. Level of status of the operational performance of Company X in terms of Simplification

Indicators	Mean	Categorical Response	Verbal Interpretation
2.1. There is technology advancement to streamline and simplify operational Performance	2.64	Efficient	High
2.2. There is a system that can automate the Purchase Request into Purchase Order	2.97	Efficient	High
2.3. There is a clear define by roles and responsibilities of each employee to perform the tasks efficiently and Effectiveness	2.88	Efficient	High
2.4. There is a constant real-time communication and collaboration between supplier and stakeholder	3.00	Efficient	High
Weighted Mean	2.87	Efficient	High

Legend: 3.25 - 4.00 Highly Efficient; 2.51 - 3.24 Efficient; 1.75 - 2.50 Moderate Efficient; 1.00 - 1.74 Not Efficient

The highest mean score of 3.00 in the assessment of operational performance in terms of simplification is attributed to the indicator "There is a constant real-time communication and collaboration between supplier and stakeholder," scoring 3.00, which falls within the category of **Efficient** and is interpreted as High. The lowest mean score is associated with the indicator "There is technology advancement to streamline and simplify operational performance," scoring 2.64, also falling within the **Efficient** category and interpreted as High. Although still categorized as efficient, this indicates that there may be opportunities for **Company X** to further leverage technology advancements to enhance operational performance. This could involve exploring and implementing more innovative technological solutions to streamline and simplify operational processes, potentially leading to greater efficiency gains and competitive advantages. The weighted mean, representing the overall assessment of operational performance in terms of simplification, is 2.87, categorized as **Efficient** and interpreted as High. This indicates that, on average, **Company X** demonstrates a high level of efficiency in simplifying operational processes. While there are areas with slightly lower scores, the organization as a whole maintains a solid level of efficiency in its operational performance, particularly in facilitating communication, collaboration, and automation, which are crucial aspects for streamlined operations and effective service delivery.

Table 4.2. Level of status of of the operational performance of Company X in terms of Reliability

Indicators	Mean	Categorical Response	Verbal Interpretation
2.2.1 There are metrics to improve operational performance	3.06	Highly Efficient	Very High
2.2.2 There is regular maintenance and inspection to prevent unexpected breakdown	2.88	Efficient	High
2.2.3. There is risk management plan that identifies potential risks and plans to mitigate them	2.85	Efficient	High
2.2.4. There are backup systems in placeto ensure continuous operation when one part of the system fails	3.18	Efficient	High
Weighted Mean	2.99	Efficient	High

Legend: 3.25 - 4.00 Highly Efficient; 2.51 - 3.24 Efficient; 1.75 - 2.50 Moderate Efficient; 1.00 - 1.74 NotEfficient

The highest mean score in the assessment of operational performance in terms of reliability is attributed to the indicator "There are backup systems in place to ensure continuous operation when one part of the system fails," scoring 3.18. This score falls within the **Efficient** category and is interpreted as High. This suggests that Company X has established robust backup systems to maintain uninterrupted operations, even in the event of a failure in one part of the system. Such backup systems are crucial for ensuring reliability and continuity in service delivery, minimizing disruptions, and enhancing overall operational resilience.

Conversely, the lowest mean score is associated with the indicator "There is

risk management plan that identifies potential risks and plans to mitigate them," scoring

2.85. Although still categorized as **efficient** and interpreted as High, this indicates that there may be opportunities for Company X to further strengthen its risk management practices. Enhancing risk identification and mitigation strategies can help the organization proactively address potential threats, minimize operational disruptions, and improve overall reliability. The weighted mean, representing the overall assessment of operational performance in terms of reliability, is 2.99, falling within the Efficient category and interpreted as High. This indicates that, on average, **Company X** demonstrates a high level of reliability in its operational performance. The organization has implemented measures such as backup systems and metrics for improving performance to ensure continuous and dependable service delivery. While there are areas for potential improvement, particularly in risk management, the overall assessment reflects a strong commitment to maintaining reliability and operational excellence.

Table 4.3. Level of status of the operational performance of Company X in terms of Responsiveness

Indicators	Mean	Categorical Response	Verbal Interpretation
2.3.1. There is quick adaptation of operations in terms of changes in the market and customer demand	2.82	Efficient	High
2.3.2. There is a quick response in unexpected situations and crisis	2.73	Efficient	High
2.3.3. There is an assurance that the operations remain stable and effective while being responsive to changes	2.55	Efficient	High
2.3.4. There are systems in place monitor changes that may require us to adjust with our operations	2.73	Efficient	High
Weighted mean	2.70	Efficient	High

Legend: 3.25 - 4.00 Highly Efficient; 2.51 - 3.24 Efficient; 1.75 - 2.50 Moderate Efficient; 1.00 - 1.74 Not Efficient

The highest mean score in the assessment of operational performance in terms of responsiveness is associated with the indicator "There is quick adaptation of operations in terms of changes in the market and customer demand," scoring 2.82. This score falls within the **Efficient** category and is interpreted as High. It indicates that **Company X** demonstrates efficiency in adapting its operations to changes in market conditions and customer demands, enabling the organization to remain agile and responsive to evolving business dynamics. On the other hand, the lowest mean score is attributed to the indicator "There is an assurance that the operations remain stable and effective while being responsive to changes," scoring 2.55. Despite being categorized as efficient and interpreted as High, this score suggests that there may be opportunities for **Company X** to further enhance stability while maintaining responsiveness to changes. Ensuring operational stability alongside responsiveness is crucial for sustaining performance excellence and meeting customer expectations. The weighted mean of 2.70, representing the overall assessment of operational performance in terms of responsiveness, reinforces the organization's efficiency and effectiveness in addressing changes and unexpected situations within its operational framework. Falling within the Efficient category and interpreted as High, it underscores **Company X** commitment to maintaining a high level of responsiveness across its operations, highlighting its capacity to adapt to evolving business dynamics effectively.

- ❖ Significant relationship between the assessed efficiency of shared service integration and operational performance of Company X

Table 5.1. In terms of Process

Shared Service Integration	operational performance	r-value	p-value	Decision	Interpretation
Process	Simplification	0.49	0.003797	Reject Ho	Significant
	Reliability	0.52	.001924	Reject Ho	Significant
	Responsiveness	0.07	.69869	Accept Ho	Not Significant

level of significance $p < \alpha = 0.05$

The analysis reveals a significant relationship between the assessed efficiency of shared service integration and operational performance of **Company X**, particularly concerning the aspects of process simplification and reliability. For process simplification, there is a strong positive correlation ($r = 0.49$) between shared service integration and operational performance, with a corresponding p-value of 0.003797. As the p-value is less than the significance level of 0.05, the null hypothesis (H_0) is rejected, indicating that the relationship between process simplification and operational performance is statistically significant. This suggests that as **Company X** enhances its shared service integration, particularly in terms of process simplification, there is a notable improvement in operational performance. Similarly, concerning reliability, there is also a strong positive correlation ($r = 0.52$) between shared service integration and operational performance, with a p-value of 0.001924. Like with process simplification, the p-value is less than the significance level, leading to the rejection of the null hypothesis. This indicates that the relationship between reliability and operational performance is statistically significant. Therefore, as

Company X focuses on enhancing reliability within its shared service integration efforts, there is a discernible enhancement in operational performance. However, in terms of responsiveness, the analysis shows a weak positive correlation ($r = 0.07$) between shared service integration and operational performance, with a high p-value of 0.69869. In this case, the p-value is greater than the significance level, leading to the acceptance of the null hypothesis. Consequently, the relationship between responsiveness and operational performance is deemed not significant. This implies that improvements in shared service integration, specifically concerning responsiveness, do not substantially impact operational performance. Smith & Johnson's (2023) and McKinsey & Company's (2021) research on shared service centers (SSCs) emphasizes the significance of streamlining operations and enhancing reliability to drive overall performance. By simplifying processes and ensuring reliability through robust systems and procedures, organizations can achieve greater efficiency and effectiveness in their operations.

Furthermore, studies by Lakshmi et al. (2020) and Gartner (2020) emphasize the role of process simplification and reliability in improving operational efficiency and productivity. Lakshmi et al. (2020) highlight how optimizing various business functions and eliminating redundancies lead to tangible cost savings and operational efficiencies. Gartner (2020) emphasizes that by centralizing and standardizing business functions, organizations can achieve economies of scale and enhance overall operational performance. Regarding responsiveness, while the analysis indicates a weak correlation with operational performance, the literature suggests that it remains an important aspect of shared service integration. Studies by Cruz et al. (2021) and Garcia and Santos (2022) underscore the significance of organizational agility and responsiveness in adapting to changing market dynamics. Although the current analysis may not show a significant relationship between responsiveness and operational performance, the literature emphasizes its importance in ensuring organizational resilience and competitiveness.

Table 5.2. In terms of People

Shared Service Integration	operational performance	r-value	p-value	Decision	Interpretation
People	Simplification	0.35	.045854	Reject H_0	Significant
	Reliability	0.34	.052873	Accept H_0	Not Significant
	Responsiveness	0.21	.240804	Accept H_0	Not Significant

level of significance $p < \alpha = 0.05$

Regarding the relationship between people-focused shared service integration and operational performance, the results indicate a statistically significant correlation between people-focused shared service integration and operational performance in terms of simplification. The correlation coefficient (r-value) between people-focused shared service integration and operational performance concerning simplification is 0.35, with a corresponding p-value of 0.045854. Since the p-value is less than the significance level of 0.05, the null hypothesis (H_0) is rejected, suggesting a significant relationship between people-focused shared service integration and operational performance regarding simplification.

This implies that as **Company X** improves its shared service integration efforts, particularly focusing on people-related aspects such as training and skills development, there is a noticeable enhancement in operational performance. However, concerning reliability and responsiveness, the analysis does not indicate statistically significant relationships. For reliability, the correlation coefficient between people-focused shared service integration and operational performance is 0.34, with a p-value of 0.052873, which is greater than the significance level. Therefore, the null hypothesis is accepted, suggesting that the relationship between reliability and operational performance is not significant. Similarly, for responsiveness, the correlation coefficient is 0.21, with a p-value of 0.240804, also greater than the significance level. Hence, the null hypothesis is accepted, indicating that the relationship between responsiveness and operational performance is not significant. These findings align with existing literature on the importance of people-focused shared service integration in driving operational performance. Studies by Lakshmi et al. (2020) and Gartner (2020) emphasize the role of training, skills development, and positive work culture in enhancing operational efficiency and productivity. Additionally, research by Cruz et al. (2021) and Garcia and Santos (2022) underscores the significance of organizational agility and responsiveness, although the current analysis does not find a significant relationship in this regard.

Table 5.2. In terms of Performance

Shared Service Integration	operational performance	r-value	p-value	Decision	Interpretation
Performance	Simplification	0.52	.001924	Accept Ho	Not Significant
	Reliability	0.47	.005782	Reject Ho	Significant
	Responsiveness	0.23	.197868	Accept Ho	Not Significant

level of significance $p < 0.05$

In terms of simplification, the analysis indicates a statistically non-significant relationship between shared service integration and operational performance. The correlation coefficient (r-value) between shared service integration and operational performance concerning simplification is 0.52, with a corresponding p-value of 0.001924. Since the p-value is less than the significance level of 0.05, the null hypothesis (Ho) is accepted, suggesting that the relationship between simplification and operational performance is not significant. This implies that improvements in shared service integration, particularly focusing on simplification efforts, do not substantially impact operational performance. Conversely, concerning reliability, the analysis indicates a statistically significant relationship between shared service integration and operational performance. The correlation coefficient between shared service integration and operational performance concerning reliability is 0.47, with a p-value of 0.005782, which is less than the significance level. Therefore, the null hypothesis is rejected, suggesting a significant relationship between reliability-focused shared service integration and operational performance. This implies that as **Company X** enhances its shared service integration efforts, particularly focusing on reliability-related aspects such as risk management and backup systems, there is a noticeable enhancement in operational performance.

However, for responsiveness, the analysis does not indicate a statistically significant relationship. The correlation coefficient between shared service integration and operational performance concerning responsiveness is 0.23, with a p-value of 0.197868, which is greater than the significance level. Thus, the null hypothesis is accepted, indicating that the relationship between responsiveness and operational performance is not significant. These findings are consistent with existing literature on the importance of reliability-focused shared service integration in driving operational performance. Studies by Gartner (2020) and Garcia and Santos (2022) emphasize the role of reliability, risk management, and backup systems in enhancing operational efficiency and productivity. Additionally, while the analysis does not find a significant relationship between simplification and operational performance, it underscores the multifaceted nature of shared service integration and its varying impacts on different aspects of operational performance.

❖ **Based on the findings of the study, sustainability plan can be forwarded to further expand access to employment facilitation:**

Diversity and Inclusion

- Implement programs to ensure equal opportunities and representation.
- Offer targeted training and development based on demographic profiles.

Process Efficiency

- Enhance performance measurement strategies aligned with clear organizational goals.
- Regularly review and optimize processes for efficiency gains.

People Development

- Strengthen policies and procedures to support employee growth and engagement.
- Invest in continuous training and skill development programs.

Operational Performance Enhancement

- Improve communication, collaboration, and technology adoption for streamlined operations.
- Enhance risk management planning and backup systems for reliability.

Adaptability and Market Responsiveness

- Foster a culture of adaptability to market changes.
- Ensure operational stability during transitions and changes.

Monitoring and Evaluation

- Implement regular performance reviews and feedback mechanisms.
- Continuously assess the impact of sustainability initiatives on shared services efficiency and operational performance.

Sustainability Reporting

- Develop sustainability reports highlighting progress, challenges, and future strategies.
- Share findings and insights with stakeholders for transparency and accountability.

Objectives	Activities	Office/Person Responsible	Timeline	Resource Requirements	Success Indicators
KRA: Equal Opportunities and Representation					
Ensure equal opportunities and representation in the workforce.	Develop a diversity recruitment strategy. Partner with organizations that promote diversity.	HR Department	Q1-Q2	Recruitment budget, partnerships with diversity organizations	Increase in diverse hires, number of partnerships formed
Offer targeted training and development based on demographic profiles.	Conduct demographic profile assessments. Design and deliver training programs tailored to different demographic groups.	HR Department	Q3	Training materials, facilitators, budget for workshops	Participation rates in training, feedback scores, skill improvements
KRA: Enhanced Performance Measurement and Process Optimization					
Enhance performance measurement strategies aligned with clear organizational	Define clear organizational goals. Implement key performance indicators	HR Department	Q1	Performance management software, training for staff	Established KPIs, regular performance reports

goals.	(KPIs).				
Regularly review and optimize processes for efficiency gains.	Conduct bi-annual process audits. Implement process improvement initiatives.	Process Improvement Specialist	Bi-Annually (Q2 and Q4 each year)	Audit tools, staff time for audits and improvements	Number of processes reviewed and optimized, efficiency metrics
KRA: Employee Growth and Engagement					
Strengthen policies and procedures to support employee growth and engagement.	Review and update HR policies. Ensure policies are aligned with employee growth and engagement strategies.	HR Department	Q1-Q2	HR policy consultants, time for policy review	Updated HR policies, employee engagement scores
Invest in continuous training and skill development programs.	Develop a continuous learning program. Allocate budget for external training and certifications.	HR Department	Q2	Training budget, learning management system (LMS)	Number of training sessions conducted, employee skill improvements
KRA: Improved Communication, Collaboration, and Technology Adoption					
Improve communication, collaboration, and technology adoption for streamlined operations.	Implement collaborative tools (e.g., Slack, Microsoft Teams). Conduct regular team-building activities.	IT Manager, Team Leaders	Q1	Software licenses, budget for team-building activities	Usage rates of collaboration tools, employee satisfaction with tools
Enhance risk management planning and backup systems for reliability.	Develop comprehensive risk management plans. Regularly review and update backup systems.	Risk Manager, IT Security Specialist	Q1	Risk management tools, IT infrastructure	Up-to-date risk management plans, system reliability metrics
KRA: Adaptability and Operational Stability					
Foster a culture of adaptability to market changes.	Conduct market trend analysis workshops. Encourage innovation and flexibility in problem-solving.	Market Research Analyst, Innovation Officer	Q2	Market research tools, innovation budget	Number of market analysis workshops, innovation initiatives
Ensure operational stability during transition	Develop transition	HR Department, Department Heads	Q2	Change management	Smooth transitions, minimal operational

transitions and changes.	management protocols. Train staff on change management techniques.			training, resources for transition planning	disruptions
KRA: Performance Reviews and Sustainability Assessments					
Implement regular performance reviews and feedback mechanisms.	Schedule quarterly performance reviews. Collect and analyze performance data	HR Manager, Department Heads	Quarterly (Q1, Q2, Q3, Q4 each year)	Performance review tools, staff time	Completed performance reviews, actionable feedback
Continuously assess the impact of sustainability initiatives on shared services efficiency and operational performance.	Develop an assessment framework. Conduct annual impact assessments.	Sustainability Coordinator	Annually (End of each year)	Assessment tools, sustainability experts	Annual assessment reports, identified improvement areas
KRA: Transparency and Accountability					
Develop sustainability reports highlighting progress, challenges, and future strategies.	Compile data on progress and challenges. Draft and finalize sustainability reports.	Sustainability Reporting Specialist	Annually (End of each year)	Reporting tools, data collection resources	Completed sustainability reports, positive stakeholder feedback
Share findings and insights with stakeholders for transparency and accountability.	Organize stakeholder meetings. Distribute reports through various channels (e.g., website, newsletters).	Communications Manager	Annually (After report finalization)	Meeting budget, communication channels	Number of stakeholder engagements, transparency ratings

By incorporating these sustainability plans into employment facilitation strategies, organizations like **Company X** can not only improve their operational performance but also contribute to broader societal goals of enhancing employability and fostering inclusive economic growth.

V. SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter of the study includes the summary, conclusions and recommendations found on the given problems and objectives of the research study. It covers the researcher and answers to the problems and questions identified in the study as well as results of each precise objective which was enumerated previously.

Summary of Findings: The following was the summary of findings derived after the application of statistical treatment and analysis for the gathered quantitative data.

1. The respondent's demographic profile:

The majority of respondents (82%) were female, with the 22-27 age group being the most represented

(48%). Business Administration was the dominant course among participants (85%), followed by Engineering (9%) and Accountancy (6%). Individuals with 4-6 years of experience formed the largest group (45%), followed by those with 10-12 years (27%).

- 2. The efficiency level of Shared Service Integration of Company X in terms of the following areas:**
In terms of Process, the area with the highest efficiency was having clear goals with mean score of 3.21. The area needing improvement was performance measurement with mean score of 2.67. Overall, processes were efficient with weighted mean score of 2.97.
In terms of People, the highest score mean of 3.30 indicated efficient employee skill development. Policies and procedures needed enhancement with mean score of 3.06. Overall, people-related aspects were highly efficient with weighted mean score of 3.22.
In terms of Performance, "Culture of Accountability" had the highest score mean of 2.97, while "Regular Review" needed improvement scored lowest mean score of 2.73. Overall performance efficiency was good with mean score of 2.86.
- 3. Significant difference in the assessment of the respondents as to the efficiency level of shared services integration when grouped according to their profile.**
There were no significant differences in efficiency perception based on age, gender, course, or experience.
- 4. The level/status of the operational performance of Company X in terms of :**
In terms of Simplification, Communication and collaboration scored highest mean of 3.00, while technology adoption scored lowest mean of 2.64. Overall, simplification was efficient with weighted mean of 2.87. In terms of Reliability, Backup systems scored highest mean of 3.18, while risk management planning needed improvement scored lowest mean of 2.85). Overall, reliability was efficient with weighted mean of 11.97. In terms of Responsiveness, Adaptability to market changes scored highest mean of 2.82, while maintaining operational stability during change scored lowest mean of 2.55. Overall, responsiveness was efficient with weighted mean of 10.82.
- 5. Significant relationship between the assessed efficiency of shared service integration and operational performance of Company X.**
In terms of Process, there is a significant positive correlation between process simplification and operational performance, indicating that improvements in process streamlining lead to enhanced operational efficiency. Similarly, reliability-focused shared service integration shows a significant relationship with operational performance, suggesting that efforts to improve reliability, such as robust systems and procedures, lead to better overall performance. However, the analysis does not find a significant relationship between responsiveness-focused shared service integration and operational performance.

In terms of People, People-focused shared service integration exhibits a significant correlation with operational performance concerning simplification, emphasizing the importance of training and skill development in enhancing efficiency. In contrast, no significant relationships are found between reliability-focused or responsiveness-focused shared service integration and operational performance.
In terms of Performance, while simplification-focused shared service integration does not show a significant relationship with operational performance, reliability-focused efforts significantly impact performance, indicating the importance of reliability measures like risk management. No significant relationship is found between responsiveness-focused shared service integration and operational performance.
- 6. The study's findings offer valuable insights that can inform strategies to expand access to employment facilitation.**

Conclusions

After presenting the findings of the study, the following conclusions were drawn:

- 1.** Understanding the demographic profile of respondents is crucial for tailoring organizational strategies. While no significant differences were found based on demographic factors, such as age, gender, course, or years of experience, it's essential to note the dominant representation of certain groups, such as younger

individuals and females. This underscores the importance of diversity and inclusion initiatives in the workplace.

2. Process efficiency shows notable strengths in aligning operations with objectives, while areas for enhancement include performance monitoring systems. People-focused integration demonstrates efficiency in skill development but requires improvement in policies and procedures. Performance efficiency highlights strengths in accountability culture but areas for improvement in performance assessment.
3. Company X exhibits high levels of operational performance, particularly in simplification and reliability. While areas such as communication and collaboration excel, opportunities exist for further technological advancements and risk management enhancements. Responsiveness is efficient overall, emphasizing adaptation to market changes, but stability assurance may require improvement.
4. There's a significant positive correlation between process simplification and reliability-focused shared service integration with operational performance. This suggests that efforts to streamline processes and enhance reliability directly impact operational efficiency. However, no significant relationship is found between responsiveness-focused integration and performance, indicating potential areas for improvement in adaptive capabilities.
5. Strategies such as training and skill development, technology adoption, and risk management enhancement can contribute to improved employability and organizational performance. Inclusive recruitment and diversity initiatives can further foster a conducive work environment.
6. The findings of this study provide valuable insights into sustainability plan that can be employed to expand access to employment facilitation.

Recommendations

Based on the conclusions drawn from the study's findings, the following recommendations are proposed to Company X:

1. Company X should continue and strengthen diversity and inclusion initiatives. This includes targeted recruitment strategies, mentorship programs, and creating an inclusive work culture that values and supports employees from diverse backgrounds.
2. Company X should consider implementing more robust performance measurement tools and systems. This may involve investing in technology solutions for real-time performance tracking, setting clear performance metrics and KPIs, and providing regular feedback to employees.
3. Company X should prioritize technology adoption initiatives that enhance operational efficiency and mitigate risks. This may include upgrading existing systems, implementing automation tools, and conducting regular risk assessments to proactively manage potential disruptions.
4. Company X should continue fostering a culture of open communication, teamwork, and knowledge sharing. Providing platforms for cross-departmental collaboration and encouraging feedback mechanisms can further strengthen these aspects.
5. Company X should invest in continuous training and skill development programs. This includes providing opportunities for up skilling and reskilling employees, aligning training programs with organizational objectives, and promoting a culture of lifelong learning.
6. To expand access to employment facilitation, Company X can implement strategies such as job readiness programs, career counseling services, and partnerships with educational institutions and industry stakeholders. Creating pathways for career advancement and supporting employees' professional growth can enhance employability and organizational performance simultaneously. By implementing these recommendations, Company X can create a more sustainable model that is not only efficient but also environmentally and socially responsible. This can lead to cost savings, a stronger employer brand, improved employee engagement, and a positive contribution to the community.
7. For future researchers interested in studying similar topics, it's recommended to conduct longitudinal studies to track the long-term impact of organizational strategies on operational efficiency and performance. Additionally, exploring the role of emerging technologies such as artificial intelligence (AI), blockchain, and data analytics in Shared Service Centers (SSCs) can provide valuable insights into enhancing efficiency and innovation.

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