

Policy Alignment Initiatives and Awareness Management Among Third Party Service Provider in a Manufacturing Company

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Abstract

This study examined the relationship between policy alignment initiatives and awareness management among third-party service providers in a manufacturing company located in the First Philippine Industrial Park. The research was anchored on Agency Theory and human resource management perspectives, emphasizing how structured alignment of organizational policies influences employee-related awareness, behavior, and coordination within outsourced service arrangements. A quantitative descriptive-correlational research design was employed, involving 134 respondents selected through G*Power sampling estimation. Data were gathered using researcher-made questionnaires validated for reliability and analyzed using frequency distribution, Likert scale interpretation, mean, Pearson correlation coefficient, and regression analysis through SPSS. Findings revealed that the level of policy alignment initiatives among third-party service providers was generally “Initiated,” particularly in terms of goals participation, organizational goals, and employee behavior. Likewise, awareness management was assessed as “Aware,” with motivation, knowledge competence, and collaboration reflecting moderate but developing levels. Statistical analysis further showed a significant and strong positive relationship between policy alignment initiatives and awareness management, indicating that improved alignment of organizational policies is associated with higher levels of awareness among third-party service providers. The null hypothesis was rejected, confirming a significant relationship between the variables. Based on the results, the study concludes that strengthening policy alignment mechanisms enhances awareness management, particularly in external service provider arrangements where compliance and coordination are critical. It is recommended that structured awareness programs, communication systems, and policy reinforcement strategies be implemented to further improve alignment and operational consistency among third-party service providers. In relation to sustainable development, the study supports Sustainable Development Goal (SDG) 8 (Decent Work and Economic Growth) by promoting efficient, ethical, and well-aligned workforce systems in industrial settings. It also aligns with SDG 9 (Industry, Innovation, and Infrastructure) by strengthening organizational processes and improving industrial operational coordination. In terms of sustainability impact, the findings contribute to institutional and governance sustainability by enhancing policy compliance, organizational efficiency, and long-term collaboration between manufacturing firms and outsourced service providers, thereby improving operational stability and workforce accountability.

Keywords: Awareness Management, Collaboration, Employee Behavior, Goals Participation, Knowledge Competence, Manufacturing Company, Motivation, Organizational Goals, Policy Alignment Initiatives, Third-Party Service Providers

1. Introduction

A major concern of the business is establishing and maintaining strong relationships with its service providers while ensuring that organizational policies are clearly understood, consistently communicated, and properly followed. Since the company operates in a client-based environment, policy alignment becomes necessary in guiding third-party service providers toward the organization’s long-term objectives. Policies become meaningful not only through formulation but also through effective implementation, continuous communication, and actual practice within the workplace. In this context, policy alignment requires coordination among organizational goals, employee behavior, operational procedures, and service provider responsibilities. Similarly, Lundmark et al. (2020) stated that alignment between internal and external organizational contexts is essential in implementing evidence-based interventions. Aguilera et al. (2024) also emphasized the connection among organizational goals, performance assessment, and organizational success.

The literature highlights policy alignment as a key factor in decision-making, organizational performance, and policy implementation. Ghonim et al. (2020) reported that strategic alignment positively influenced decision effectiveness, while van Geet et al. (2021) showed that policy design fit involves goal coherence, means consistency, and congruence across policy levels. However, their findings also suggested that policy effectiveness may depend on complex contextual interactions rather than simple alignment alone. Several studies connect policy alignment with organizational goals and employee behavior. Aguilera et al. (2024) emphasized that organizational success depends on goals, outcomes, and

performance assessment. Agatep and Villalobos (2021) found that employee conduct influenced customer satisfaction and organizational productivity. Pervaiz et al. (2021) also found that goal-setting participation improved employees' proactive behavior, especially when employees felt included in the organization.

Policy alignment is also strengthened through participation, communication, and collaboration. Perez (2021) showed that co-design could improve government agencies' analytical, operational, and political policy capacities. Ng et al. (2021) similarly examined co-design in local government public transportation policy, emphasizing information exchange and stakeholder participation. Alazmi and Alazmi (2023) highlighted the need to bridge the gap between research and policy through communication, transparency, and collaborative decision-making. The literature also shows the importance of third-party service providers in organizational and supply chain performance. van der Westhuizen and Niemann (2022a) discussed the value-adding role of third-party logistics providers in supply chain alignment and disruption recovery. Gupta (2020) argued that businesses should evaluate service providers based on collaboration, technological capability, and their capacity to support meaningful change. Darko and Vlachos (2022) also found that trust, information sharing, and collaborative relationships influence the performance of third-party logistics providers.

Awareness management is another major theme related to policy alignment. In organizational settings, awareness management refers to the process of ensuring that employees and service providers understand relevant policies, recognize their responsibilities, and apply organizational standards in actual work situations. Awareness is important because policies cannot be effectively implemented when workers are unfamiliar with their purpose, procedures, or expected outcomes. Organizational awareness is also connected with motivation, knowledge competence, and collaboration because employees who understand company policies are more likely to participate, cooperate, and perform in ways that support organizational goals. In addition, awareness management supports communication, accountability, service quality, and operational consistency. Arraño-Muñoz (2022) emphasized that knowledge workers are vital in addressing the challenges of the fourth industrial revolution, showing the importance of knowledge, capability, and awareness in modern organizational systems.

Locally, this study is situated in a manufacturing company within the First Philippine Industrial Park (FPIP), where third-party service providers play a significant role in supporting organizational operations. The study addresses the need for policy alignment in a workplace governed by company policies and external regulatory standards, including the requirements of the Department of Labor and Employment (DOLE) and the Responsible Business Alliance (RBA). In this setting, service providers are expected to comply with company rules, safety requirements, ethical standards, and operational procedures. Agatep and Villalobos (2021) examined the relationship between employee behavior and customer satisfaction in selected establishments in Zambales, showing the relevance of employee conduct in organizational performance. On a broader scale, Shukla et al. (2020) and Padma et al. (2020) linked policy alignment with the achievement of the Sustainable Development Goals, particularly SDG 4. Likewise, van Geet et al. (2021) examined policy design and integration, while van der Westhuizen and Niemann (2022b) explored the role of third-party service providers in strengthening supply chain alignment and continuity. Collectively, these studies demonstrate that policy alignment and awareness management are important across governance, business, education, and supply chain settings.

This study is anchored on concepts that explain how organizations align policies, employee behavior, motivation, and awareness among workers and third-party service providers. Agency theory explains the relationship between principals and agents when responsibilities are delegated. In the context of this study, the manufacturing company serves as the principal, while third-party service providers act as agents who are expected to perform their responsibilities in accordance with organizational policies. The theory suggests that organizational goals, employee participation, attitudes, and workplace relationships must be aligned to reduce conflict, improve accountability, and promote effective performance. Furthermore, human resource management practices such as employee monitoring, policy communication, training, and feedback mechanisms support organizational alignment. Aligning incentives and expectations also encourages employees and service providers to develop a stronger sense of responsibility and to act in ways that contribute to the achievement of organizational objectives.

The study is further supported by the perspective that human resource management contributes to organizational awareness, employee development, and organizational capability. This perspective views awareness as a valuable organizational resource that depends on effective motivation, knowledge competence, and collaboration. Employees are encouraged to share knowledge when they are properly motivated, while collaboration and trust strengthen organizational capability. In this study, policy alignment initiatives serve as the independent variable, consisting of goals participation, organizational goals, and employee behavior. Awareness management serves as the dependent variable and includes motivation, knowledge competence, and collaboration. The study examines whether policy alignment initiatives are significantly related to the awareness management of third-party service providers in a manufacturing company located in the First Philippine Industrial Park.

Operationally, collaboration refers to the structured ability of individuals or groups to work collectively toward shared objectives. Employee behavior refers to workplace actions and responses that are influenced by organizational norms, policies, and company culture. Goals participation refers to the involvement of employees or service providers in understanding, supporting, and committing to individual, group, or organizational goals. Knowledge competence encompasses the knowledge, skills, abilities, and attitudes that enable employees to perform their responsibilities effectively. Motivation refers to the sustained drive that directs individuals toward achieving specific work-related goals. Policy alignment initiatives refer to coordinated efforts to ensure that policies and organizational actions are consistent with shared objectives. Third-party service providers refer to external organizations or entities that perform specialized services or functions on behalf of a business.

Most studies on policy implementation are conceptual, explanatory, or focused on internal organizational systems. Existing literature has examined strategic alignment, digital transformation, participatory governance, supply chain alignment, cybersecurity awareness, and CSR policy integration. However, there remains limited research on how third-party service providers interact with and align themselves with corporate policies inside a manufacturing organization. In particular, there is limited research on the association between policy alignment initiatives and awareness management among third-party service providers in a manufacturing enterprise in the First Philippine Industrial Park. This study addresses that gap by examining the relationship between policy alignment initiatives and awareness management among third-party service providers. It also provides a basis for developing an action plan or awareness program that may improve policy knowledge, compliance, collaboration, service provider engagement, and organizational performance.

Based on the content of the study, the research naturally aligns with several Sustainable Development Goals. First, it supports SDG 4 – Quality Education because it emphasizes awareness, knowledge competence, communication, and structured learning among third-party service providers. Shukla et al. (2020) and Padda et al. (2020) highlighted the importance of policy alignment with SDG 4, especially in promoting quality education, lifelong learning, equity, and policy monitoring. Second, the study supports SDG 8 – Decent Work and Economic Growth because it focuses on workplace behavior, motivation, policy awareness, employee engagement, and long-term business relationships. Agatep and Villalobos (2021) emphasized issues related to employee behavior, satisfaction, organizational productivity, and service quality.

Third, the study supports SDG 9 – Industry, Innovation and Infrastructure because it is situated in a manufacturing company and addresses operational efficiency, policy alignment, service provider capability, and organizational systems. Arraño-Muñoz (2022) emphasized the role of knowledge workers in responding to fourth industrial revolution challenges, while Gupta (2020) highlighted the importance of technological capability and collaboration in evaluating service providers. Fourth, the study supports SDG 12 – Responsible Consumption and Production because policy alignment among service providers can contribute to more responsible, consistent, and compliant organizational operations. This connection is supported by the study's emphasis on policy implementation, monitoring, conduct, and operational guidelines.

Fifth, the study supports SDG 16 – Peace, Justice, and Strong Institutions because it promotes policy compliance, accountability, transparency, ethical handling of information, and institutional alignment. Alazmi and Alazmi (2023) emphasized policy coordination, accountability, transparency, and institutional collaboration. Finally, the study supports SDG 17 – Partnerships for the Goals because it focuses on collaboration between the manufacturing company and third-party service providers. van der Westhuizen and Niemann (2022b), Gupta (2020), and Darko and Vlachos (2022) emphasized communication, trust, stakeholder engagement, collaboration, and service performance as important elements in organizational and supply chain relationships.

This study contributes to institutional sustainability by helping organizations establish clearer and more consistent policy alignment mechanisms for third-party service providers. Since third-party service providers perform functions that support daily operations, their awareness of company policies can strengthen compliance, reduce misunderstanding, improve accountability, and support long-term organizational stability. The study also contributes to socio-economic sustainability by supporting better workplace relationships, employee behavior, service quality, and business continuity. When service providers understand company goals and policies, they are more likely to perform in ways that support productivity, customer satisfaction, and organizational growth. In terms of technological and innovation sustainability, the study is relevant because awareness management includes knowledge competence, communication, and collaboration. These factors are important in organizations responding to digital transformation, technological changes, and fourth industrial revolution challenges, as reflected in the study of Arraño-Muñoz (2022). The study also supports policy and governance sustainability by emphasizing implementation, monitoring, ethical considerations, and coordination between internal company systems and external service providers. This is important in manufacturing settings where outsourced workers must observe company rules, regulatory expectations, and operational standards. Finally, the study contributes to community and organizational sustainability by promoting shared understanding, trust, communication, and collaboration between the company and its third-party service providers. Through improved policy alignment and awareness

management, the organization can strengthen service provider engagement, support ethical operations, and develop practical programs that enhance long-term cooperation.

2. Material and methods

2.1 Research Design

The research used a quantitative descriptive-correlational design. This approach allowed the study to describe the levels of policy alignment initiatives and awareness management while determining whether a significant relationship exists between the variables. The design is appropriate for examining naturally occurring relationships without experimental control.

2.2 Locale of the Study

The study was conducted in a manufacturing company situated within the First Philippine Industrial Park (FPIP), Batangas. FPIP is recognized as one of the major industrial zones in the Philippines, hosting various manufacturing firms and outsourced service providers. The selected company served as the setting where all third-party service providers operated and participated in the study.

2.3 Respondents of the Study

The respondents consisted of third-party service provider members working in a private manufacturing company in FPIP. These service providers represented multiple agencies directly supporting company operations. The total population was 150, and 134 respondents were included in the study sample.

2.4 Sample and Sampling Procedure

The study used G*Power software to determine the required sample size, resulting in 134 respondents based on a 0.275 effect size and a 95% confidence level. The respondents were selected from different service provider agencies operating within the manufacturing company.

2.5 Research Instrument

The main research instrument was a researcher-made questionnaire developed through extensive review of related literature on policy alignment initiatives and awareness management. The questionnaire consisted of two parts: the first measured policy alignment initiatives in terms of goals participation, organizational goals, and employee behavior; the second measured awareness management in terms of motivation, knowledge competence, and collaboration. Responses were measured using a four-point Likert scale to determine the level of agreement and were interpreted using defined categorical ranges from strongly disagree to strongly agree, corresponding to levels of initiation.

2.6 Data Gathering Procedure

Data were collected through an online questionnaire administered to respondents during their free time due to workplace restrictions on personal device usage during working hours. Participation was voluntary, and informed consent was obtained prior to data collection. Ethical considerations were strictly observed to ensure confidentiality and protect both the respondents and the organization.

2.7 Data Analysis Techniques

The collected data were analyzed using statistical tools including frequency distribution, mean, four-point Likert scale interpretation, Pearson's r , and regression analysis. These techniques were used to determine the level of policy alignment initiatives, the level of awareness management, and the significance of the relationship between the two variables. SPSS was used as the primary software for statistical computation.

3. Results and Discussion

3.1 Level of Policy Alignment Initiatives

3.1.1 Goals Participation, Organizational Goals, and Employee Behavior

The results show that policy alignment initiatives among third-party service providers were generally rated as "Initiated." Specifically, goals participation, organizational goals, and employee behavior obtained mean scores of 3.10, 3.20, and 3.22, respectively. This indicates that respondents moderately perceive involvement in goal-setting, alignment with organizational objectives, and observable policy-consistent behavior within the workplace. These findings suggest that while policy alignment is already present, it is not yet fully optimized across all dimensions. According to Aguilera et al. (2024), organizational success is strengthened when goals, execution, and performance evaluation are systematically integrated within a unified framework. Similarly, Ghonim et al. (2020) emphasized that strategic alignment significantly enhances decision-making effectiveness when organizational components are properly coordinated.

3.2 Level of Awareness Management

3.2.1 Motivation, Knowledge Competence, and Collaboration

The awareness management level of third-party service providers was generally interpreted as “Aware.” Motivation, knowledge competence, and collaboration all obtained mean values of 3.20, 3.17, and 3.17, respectively. This implies that respondents demonstrate a moderate level of awareness regarding policies, learning capacity, and cooperative behavior in the workplace. The results further indicate that employees show relatively stronger awareness in participation activities but slightly weaker engagement in feedback openness and relationship-building behaviors. This suggests areas for improvement in communication practices and team integration. In relation, Företagsekonomi (2021) stressed that internal communication and organizational culture are essential in strengthening employee engagement and awareness of institutional policies.

3.3 Relationship Between Policy Alignment Initiatives and Awareness Management

The correlation analysis revealed a strong to very strong positive relationship between policy alignment initiatives and awareness management among third-party service providers. The computed r-values ranged from .864 to .956 with a significance value of .000, which is lower than 0.05, indicating that all tested relationships are statistically significant. Consequently, the null hypothesis was rejected.

3.3.1 Goals Participation and Awareness Management

Results show a significant positive relationship between goals participation and all dimensions of awareness management, including motivation, knowledge competence, and collaboration. This implies that greater involvement in goal-setting is associated with higher awareness levels among service providers. In discussion, Pervaiz et al. (2021) supported this finding, stating that participation in goal-setting enhances employee proactive behavior through improved perceived inclusion and motivation within the organization.

3.3.2 Organizational Goals and Awareness Management

The findings further revealed very strong positive correlations between organizational goals and awareness management indicators, with r-values reaching up to .956. This suggests that alignment with organizational goals significantly strengthens employees’ awareness, competence, and collaborative behavior. This is consistent with Aguilera et al. (2024), who emphasized that organizational effectiveness depends on the integration of goals with measurable outcomes, ensuring that employees work within a clearly defined strategic direction.

3.3.3 Employee Behavior and Awareness Management

Employee behavior also showed significant positive relationships with awareness management variables, with correlation values ranging from .913 to .956. This indicates that consistent behavioral alignment with policies is strongly associated with higher awareness, better knowledge application, and improved collaboration among workers. This finding aligns with Agatep and Villalobos (2021), who noted that employee behavior directly influences organizational performance and satisfaction outcomes, reinforcing the importance of behavioral alignment in workplace efficiency.

3.4 Summary of Key Findings

Overall, the study confirms that policy alignment initiatives and awareness management are strongly interconnected. The higher the level of alignment in goals, organizational direction, and employee behavior, the greater the awareness, competence, and collaboration among third-party service providers. This reinforces the importance of structured policy communication and consistent organizational alignment in outsourced workforce management.

4. Conclusion & Recommendations

The study concluded that third-party service providers in a manufacturing company exhibit an overall “Initiated” level of policy alignment initiatives in terms of goals participation, organizational goals, and employee behavior, while their awareness management is generally at an “Aware” level in terms of motivation, knowledge competence, and collaboration. The findings further established a significant and strong positive relationship between policy alignment initiatives and awareness management, indicating that higher levels of policy alignment are associated with improved awareness among service providers. This led to the rejection of the null hypothesis, confirming that policy alignment initiatives significantly influence awareness management among third-party service providers in the manufacturing company in FPIP.

Based on the findings, it is recommended that the manufacturing company strengthen policy alignment initiatives by enhancing employee involvement in goal participation, improving communication of organizational goals, and promoting active behavioral alignment with company policies. It is further recommended that structured programs be implemented to improve awareness management, particularly in motivation, knowledge competence, and collaboration among third-party service providers. In line with the study outcomes, an action plan focusing on policy awareness programs should be adopted to reinforce understanding of labor, ethical, health, safety, and environmental standards as guided by Responsible Business

Alliance (RBA) and Department of Labor and Employment (DOLE) standards, ensuring better compliance, coordination, and long-term organizational alignment.

Compliance with ethical standards

The authors declare no conflict of interest. This study complied with recognized ethical standards for human-participant research by ensuring voluntary participation with informed consent, the right to withdraw without penalty, and strict confidentiality through anonymous, secure, and aggregated data handling. Given the focus on psychological well-being, procedures were non-invasive, and safeguards were observed to minimize discomfort, with guidance to appropriate support services when needed, and required institutional permissions were secured for instrument use and access to academic records.

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