A Project Management Framework for Sustainable Human Capital Deployment in the Overseas Recruitment Industry

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Abstract

The increasing globalization of labor markets has intensified the need for efficient, ethical, and sustainable human capital deployment systems. Overseas recruitment agencies face persistent challenges involving documentation delays, stakeholder coordination, regulatory compliance, recruitment efficiency, and migrant worker protection. This study examined the application of project management methodologies in overseas recruitment operations and developed a Project Management Framework for Sustainable Human Capital Deployment in the Overseas Recruitment Industry. Anchored on the Context–Input–Process–Product (CIPP) Model, Project Management Theory, Systems Theory, and Stakeholder Theory, the study employed a quantitative descriptive-correlational research design. The respondents comprised 200 recruitment professionals from five licensed overseas recruitment agencies in Malate, Manila. Data were collected through a validated researcher-made questionnaire and analyzed using weighted means and multiple regression analysis. The investigation focused on the applicability of Project Management Body of Knowledge (PMBOK), Agile, and Lean methodologies in enhancing recruitment efficiency, ethical compliance, stakeholder coordination, and worker welfare. Findings revealed high recruitment cycle efficiency (M = 3.44), very high ethical and regulatory compliance (M = 4.43), and high worker welfare and satisfaction (M = 4.16). Project management methodologies demonstrated very high applicability (M = 4.39), particularly in process efficiency, stakeholder coordination, compliance, and transparency. Regression analysis established significant predictive relationships between project management methodologies and recruitment efficiency (R^2 = 0.679), explaining 67.9% of its variance. Similarly, these methodologies explained 63.4% of the variance in ethical recruitment practices (R^2 = 0.634). PMBOK emerged as the strongest predictor, followed by Lean and Agile methodologies. Consequently, the proposed framework integrates structured project planning, adaptive recruitment processes, continuous improvement, digital recruitment technologies, stakeholder engagement, regulatory monitoring, and worker-centered protection mechanisms. The study concludes that systematic project management integration offers a strategic foundation for improving recruitment operations while supporting responsible labor mobility and sustainable organizational performance. It recommends institutionalizing project management standards, strengthening digital coordination, enhancing compliance monitoring, and establishing measurable performance indicators to advance ethical recruitment and sustainable human capital deployment across international labor markets while safeguarding migrant workers' rights, dignity, and long-term welfare.

Keywords: Project Management, Sustainable Human Capital Deployment, Overseas Recruitment, PMBOK, Agile Methodology, Lean Management, Ethical Recruitment, CIPP Model