

Determinants of Work-Performance of Contract-of-Service Employees in Agusan del Sur School of Arts and Trades (ASSAT)

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Abstract: *The purpose of this study is to determine the status of the contract-of-service (COS) employees of Agusan del Sur School of Arts and Trades in the following job-related factors: motivation, job insecurity, perceived employability, and perceived stress. In addition, it also tested the performance of the COS employees in terms of productivity and commitment. Furthermore, it aimed to investigate the correlation between the job-related factors and performance. Subsequently, the effect of these variables on performance was determined through regression analysis. The data revealed that ASSAT COS employees have high motivation, moderate job insecurity, high perceived employability, moderate perceived stress, moderate productivity, and high commitment. It further implies that motivation has a positive significant correlation with productivity and commitment. Job insecurity and perceived stress, on the other hand, have negative significant correlations with productivity and commitment. However, perceived employability was found to have no significant correlation with performance. Lastly, regression analysis shows that only motivation affects commitment, and only perceived stress has a substantial impact on productivity.*

Keywords: motivation, job insecurity, employability, stress, performance

1. Introduction

In the recent years, there has been a significant shift in the human resource management in terms of employment schemes. They now include flexible forms of employment such as contract-of-service employment. A contract-of-service (COS) employment occurs when a person, private company, non-governmental organization, or international organization is hired to carry out a specific task that needs expertise that the employer's organization does not currently possess. The task under the contract should be completed in a time frame of no more than one (1) year. This type of employment has now become a permanent feature of modern workplace, including government offices. Moreover, it was estimated that the compound annual growth rate of contract-of-service is 6.4% from 2019 to 2025 worldwide. This is due to the rising number of developmental projects launched by various governments (Grand View Research, 2019).

In ASEAN, the status of this work arrangement is as follows: Indonesia has over 1 COS worker in 2 permanent workers, Malaysia has 1 in 4, Thailand has 1 in 2 and, Vietnam has over 1 in 3. These data are similar to those in the Philippines where 1 worker out of every 3 is a COS worker. According to the most recent assessment of the Inventory of Government Human

Resources (2021), the Philippine government employs 582,378 Contract-of-Service (COS) workers which represents 25% of the total government workforce. This high proportion is even more apparent in individual offices. For instance, in Agusan del Sur School of Arts and Trades (ASSAT), 24.05% of employees are contract-of-service workers; this includes 31.25% of the teaching staff and 36% of the non-teaching staff.

Generally, employees are regarded as significant assets for the success of any organization (Arinanye, 2015). Prior to the 1980s, performance was mostly interpreted as the combination of motivation and skills. Hence, management tends to focus only on these factors when analyzing the efficiency and effectiveness of their employees (Torrington et al., 2008). However, it is important to note that not all employees have the same organizational standing. Permanent employees are considered to have the advantage since the organization tends to invest in them more than they would in a COS worker. This in return, could affect the performance and commitment of COS workers in their organization (De Cuyper et al., 2008). A study conducted by Villena (2018) also tackles the general aspect that surrounds the temporary workers in the Philippines. She found out that the lack of security of tenure still remains the central problem in this employment scheme. With that, the perceived employability and job security of the COS employees remains low, hence, affecting their performance.

Numerous research has already ventured on the analysis and quantification of factors that affects the performance of the core permanent workers. However, there is but a limited literature on the factors that correlated with the performance of the contract-of-service (COS) employees. Therefore, this study will focus on determining the relation of motivation, job insecurity, and perceived employability and perceive stress on the performance of the contract-of-service workers of ASSAT. This research can help the management develop further institutional measures to improve the well-being of contract workers, not just for institution subjected in the study, but for any organization that utilizes contract-based labor.

2. Methodology

This part describes and discusses how the researchers gathered the necessary data and information that were used in the entire study. This covers the research design, locale of the study, respondents of the study, data-gathering instrument, validity of the research instrument, reliability of the research instrument, and data-gathering procedure.

2.1 Research Design

This study employed quantitative research on investigating the factors that relate to the performance of contract-of-service employees at Agusan del Sur School of Arts and Trades. This paper has a descriptive-correlational research design that utilized a standardized questionnaire for each factor tested. Since the researcher focused on the perception of the contract-of-service employees and how they evaluate their level of motivation, job insecurity, perceived employability, perceived stress, productivity, and commitment, a survey was distributed for an in-depth analysis, supporting the usage of the aforementioned study design.

2.2 Research Participants

The participants for this study included ninety-five percent (95%) of the contract-of-service workers in Agusan del Sur School of Arts and Trades. This comprised employees from the administration office and the teaching staff. The percentage was chosen using convenience sampling.

2.3 Research Locale

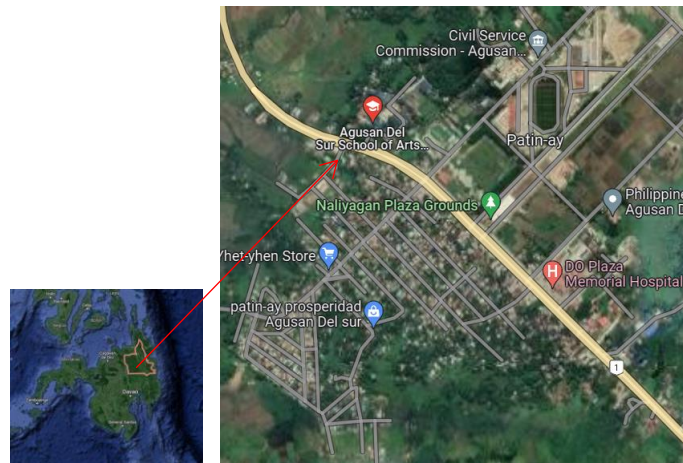


Figure 1: Map of the Research Locale depicting ASSAT in Prosperidad, Agusan del Sur, Philippines

The study was conducted at Agusan del Sur School of Arts and Trades located in the Government Center of the municipality of Prosperidad, Agusan del Sur. The campus is efficiently located along the Maharlika Highway. The site was chosen by the researcher since she is currently employed in the institution, hence it was the most convenient choice. Moreover, the institution, its leadership and contract-of-service employees will highly benefit from this research.

2.4 Research Instrument

This study adopted standardized questionnaires for each factor tested. The usage of these questionnaires allows for the efficient use of time, as information can be gathered from a large number of respondents in one collection.

The research instrument is divided in seven (7) parts. Part I is the demographic profile of the contract-of-service employees of ASSAT which includes their age, highest educational attainment, number of years in service, and eligibility.

Part II is the Motivation questionnaire. This instrument was adopted from Musinguzi, et al. (2018). It includes 5 dimension of motivation which are: motivation due to supervision, pay, work done, demotivation due to burnout, and organization's administration. The instrument has a Cronbach alpha of 0.76. This means that the research questionnaire has an acceptable reliability.

The third part of the questionnaire tackles on job insecurity. The research instrument was adopted from O'Neill (2011). It includes four correlated and distinct subscales of job insecurity like job loss, job changes, marginalization, and organizational survival. The Cronbach alpha of each part ranges 0.8- 0.915, which again displays high reliability.

Part IV involves the measure for perceived employability. The research instrument utilized, which has a Cronbach alpha of 0.80-0.91 was, adopted from Fugate and Kinicki (2008) and was also used by Torrent-Sellens, et al. (2016). The items on the questionnaire is comprised of openness to changes at work, work and career resilience, work and career proactivity, career motivation, and work identity.

The fifth part of the questionnaire is for perceived stress. The questions were formulated based on Matteson and Ivancevich (1987). The instrument used was then adopted by Han et al. (2018) which has a Cronbach alpha of 0.774.

Lastly, for job performance, the questionnaire was based on Arinanye (2015). The Cronbach alpha of the instrument for commitment is 0.77 which implies high reliability. Moreover, the Cronbach alpha for productivity is 0.83 which also signifies high reliability.

2.5 Data Gathering Procedure

As an initial step, the researcher submitted a letter asking permission from the Vocational School Administrator of ASSAT to allow the conduct of the study. After the data-gathering request was approved, it was communicated to the Human Resource Development Head who informed the contract-of-service workers regarding the purpose of the study. This step was deemed necessary since the recommendations from the research will be submitted to the HRD for its application.

The questionnaire was then distributed personally using the convenience sampling method, which means that any subject in the population that is convenient for the researcher was included. The questionnaire covers the informed consent based on the Data Privacy Act, the seven parts of the study which are the demographic profile, motivation, job insecurity, perceived employability, perceived stress, productivity, and commitment.

The responses were recorded and monitored to assure that all participants were able to answer the items. The data gathered were then tabulated, summarized, and submitted to the Caraga State University Mathematical and Statistical Computing and Research Center (MSCRC) for analysis and interpretation.

3. Results and Discussion

This chapter presents the results of the analysis of findings and their implications. Relevant literature is included to support the strength of the claim that was drawn from the findings.

Problem 1. What is the demography of the contract-of-service employees of ASSAT in terms of:

- 1.1 age;
- 1.2 highest educational attainment;
- 1.3 number of years in service;
- 1.4 eligibility?

Table 1 presents the age distribution of the contract-of-service employees at Agusan del Sur School of Arts and Trades. The data implies that the majority of the COS employees who responded during the conduct of the study ages between 25-30 years old.

Table 1: Age Distribution of the COS Employees in ASSAT

Profile	Subgroup	Frequency	Percentage (%)
Age Profile	25-30 years old	11	57.90
	31-35 years old	4	21.05
	36 years old and above	4	21.05

Younger workers anticipate competitive pay, career advancement, and job stability from their employers. They also held the opinion that employers are liable for their mental health in accordance with the recent Global Youth Survey, 2022. Contract-of-service is still rampant among young adolescents even if job security is low because they tend to seek flexibility on their time. They could acquire COS work for financial savings, gaining experience, developing skills, and as a stepping stone for a permanent career (Högberg et al., 2019).

Table 2 presents the highest educational attainment of the contract-of-service employees in ASSAT. It shows that majority hold a Bachelor's degree comprising 78.95% of the samples. Also, 21.05% of them are diploma program graduates.

Table 2: Highest Educational Attainment of the COS Employees in ASSAT

Profile	Subgroup	Frequency	Percentage (%)
Highest Educational Attainment	Bachelor's Degree Holder	15	78.95
	Diploma and others	4	21.05

In a study conducted by Comighud and Arevalo (2020), it was found out that higher educational attainment correlates with effective instruction and promotion to higher positions, which results in a more secure employment and higher compensation. Hence, employees become more motivated.

Table 3 shows the eligibility of ASSAT COS employees. It implies that 47.37% of the COS employees do not have eligibility. This was followed by Licensed Professional Teachers at 26.32%, Professional Engineers at 15.79% and Civil Service Eligible at 10.53%.

Table 3: Eligibility of the COS employees in ASSAT

Profile	Subgroup	Frequency	Percentage (%)
Eligibility	Civil Service Eligible	2	10.53
	Licensed Prof Teacher	5	26.32
	Engineering license	3	15.79
	None	9	47.37

Literature on the relationship between eligibility and job performance is limited and is often related to compensation and benefits since it has been one of the main factors that decide the salary of each employee. Licensed teachers and engineers are paid more than the employees with no eligibility. Most literature shows that compensation has a positive correlation with employees' performance (Mabaso & Dlamini, 2017). However, Idris et. al (2020) contends that compensation has no impact on job performance. Instead, management should focus more on enhancing the work environment.

Table 4 shows the years of service of the COS employees in ASSAT. It implies that majority of the sampled employees are serving the institution for 1-6 years.

Table 4: Number of years of service of the COS employees in ASSAT

Profile	Subgroup	Frequency	Percentage (%)
Number of years in service	1-6 years in service	15	78.95
	7-12 years in service	4	21.05

A study conducted in the Philippines showed that number of years in service affects the level of motivation of employees (Fugoso, 2019). Moreover, a study conducted by Elahi and Apoorva (2012) depicts that length of service and stress is negatively proportional with each other. This implies that as the length of service increases, stress decreases.

Problem 2. What is the status of contract-of-service employees of ASSAT in terms of the following job-related factors

- 2.1 Motivation;
- 2.2 job insecurity;
- 2.3 perceived employability; and
- 2.4 perceived stress?

Table 5 presents the summary of results for the status of employees in the different job-related factors. It was shown that the average motivation of the ASSAT COS employees is 3.52 which signifies as High motivation.

Table 5: Summary of results for the status of employees in the different job-related factors

Job-related Factors	Average	Verbal Description
Motivation	3.52	Agree
Job Insecurity	2.87	Neutral
Perceived Employability	3.92	Agree
Perceived Stress	2.90	Neutral

This data agreed with the results gathered by De Jong, Wilkin, and Rubino (2018). They argued that contract-based employees have high level of motivation due to their short-term association with the work. Moreover, the highest mean attained in the questionnaire is 4.26 on the statement “I am satisfied with my colleagues at work.” This implies that the COS employees are motivated because of the camaraderie within the workplace. Peer relationship is an essential part of motivation, and a lack of them may result in intentions to quit the job. The researchers also found out that positive co-workers increase employees’ motivation (Basford & Offermann, 2012). Additionally, in a research done by Lee, Byun, and Kim (2021), it was shown that employees who received considerable help and shared creativity from their co-workers in the workplace has higher motivation than those who does not. This shows how interpersonal relationships among coworkers impact motivation, which is consistent with the findings for this section.

Table 5 also implies that ASSAT COS employees have an Average amount of job insecurity with a mean of 2.87. Most of the studies regarding job insecurity reveals that COS employees have high levels of job insecurity (Chiesa et al., 2018). This is because they often face threats like being laid-off and not being renewed. For ASSAT COS, however, job insecurity could be mediated by the fact that the institution constantly provides training and seminars allotted for all employees including the COS workers. Most researchers suggest that institutions with COS should train and develop the employees’ skills and aptitudes in order to mitigate the effect of job insecurity (Abolade, 2018; Van Hootegem et al., 2018; Giunchi et al., 2019).

Moreover, Table 5 also states that ASSAT COS employees have High perceived employability with an average of 3.92. This data gained the same relation observed by Kirves et al. (2010) which states that contract-of-service employment scheme is positively related to perceived

employability. Similar to job security, perceived employability increases when COS employees are provided with opportunities for training and skills development needed for their promotion. For instance, in ASSAT, COS employees are trained for National Certificates depending on their expertise and Trainers Methodology Level I for them to be equipped for potential promotion. However, studies also show that COS workers tend to not consider employability as a new form of security even for jobs outside their current organization (De Cuyper et al., 2018).

Lastly, Table 5 also implies that the perceived stress of ASSAT COS employees is Average with a mean of 2.90. The highest mean calculated was from the statement “My workload has increased significantly.” This was associated to the institution’s lack of manpower and sudden change of organizational structure. COS workers were designated in under two or more committees causing an increase on job stress for some. These findings are in line with the study of Inegbedion et al. (2020). Their paper states that organizational systems are made up of numerous interconnected and interdependent subsystems that cooperate and complement one another to make it easier to achieve organizational goals of all sizes. Each organization's employees, including the contract-of-service employees, deal with varying levels of workload on a daily basis. Employee stress levels and perceptions of fairness in workload distribution are both affected when the workload changes, whether it is favorable or not, it always has an impact on the employee’s job satisfaction and, ultimately, job performance.

Problem 3. What is the extent of ASSAT’s contract-of-service employees’ performance in terms of:

- 3.1 productivity; and
- 3.2 commitment?

Table 6 presents the summary of results for the status of COS employees' job performance in terms of productivity and commitment. It was shown that ASSAT COS employees have Average productivity and High commitment with an average of 3.40 and 3.52, respectively.

Table 6: Summary of results for the status of COS employees’ job performance

Job-related Factors	Average	Verbal Description
Productivity	3.40	Neutral
Commitment	3.52	Agree

The result on productivity was mainly due to the recent change of designations in the workplace. Since COS employees are still in the process of learning the procedures of their new assignments, productivity was expected to be average. The lowest averaged item in the survey is the statement “I record several activities on my to-do list before starting on the day’s work.” This depicts the importance of target-listing in improving the productivity. Researches have stated that recording to-do lists before working and prioritizing shows a significant increase in productivity (Lane, Mullen, & Costa, 2020).

The High commitment result for the ASSAT COS employees is contrary to most research. In accordance with Solinger et al. (2013) short-term social exchange of contract-of-service employees limits their socialization process and therefore, limits the development of their commitment. However, Lee and Faller (2005) and Van Rossenberg et al. (2018) have observed that contract-of-service employees who have been in the same organization for 6 months and beyond, have started experiencing the relational nature of psychological contracts. During this

period, supervisors and colleagues would start to offer support and creative help to the contract-of-service workers. This scenario improves their productivity, trust, and commitment.

Problem 4. Is there a significant difference in the ASSAT's contract-of-service employees in terms of job-related factors when grouped according profile?

The researcher utilized an Independent Sample T-Test for Highest educational attainment and Number of years in service, ANOVA was then used for Age and Eligibility. The results indicate that there is no significant difference in the COS employees' job factors throughout age, highest educational attainment, and eligibility. However, a 0.000 p-value was calculated from the number of years in service. This implies that motivation, job insecurity, perceived employability, and perceived stress have a significant difference across the number of years in service.

The result is supported by Cabahug-Fugoso (2019) who found that number of years in service had a positive directional effect on the motivation of employees. This is because contract renewal is treated as a reward, hence it could increase motivation and employability and decrease job insecurity and stress. Further, job insecurity, Abolade (2018) stated that length of service is a possible factor in job insecurity since a person who has stayed on a job for a longer period may not be threatened with not being renewed, and therefore, job security becomes higher. Moreover, De Cuyper, Piccoli, De Witte, and Fontinha (2018) established that perceived employability is strongly related to experiences and length of service gained by a contract-based worker. Another study conducted by Prasad and Vaidya (2018) shows that length of service has a detrimental effect on the stress level of employees which further affects their performance.

Problem 5. Is there a significant difference in the level of ASSAT's contract-of-service employees' performance when grouped according to profile?

The computed p-value for productivity is 0.576 for age; 0.950 for highest educational attainment; 0.079 for the number of years in service; and 0.549 for eligibility. These results imply that there is no significant difference in ASSAT COS employees' productivity along their demographic profile.

Moreover, the computed p-values for commitment are 0.582 for age; 0.215 for highest educational attainment; 0.015 for the number of years in service; and 0.480 for eligibility. These results indicate that commitment does not differ along COS employees' when grouped by age, highest educational attainment and eligibility. However, a significant difference in commitment was found when data were grouped by the number of years in service.

The study has similar findings between commitment and the number of years in service with Abreu et al. (2013). Their study shows that employees that have less than 10 years of service are less committed to long-term service in the organization. Abolade (2018) also states that years of service increase job security since the threat of not being renewed lessens. Based on studies, contract-based employees with high job security also have high commitments to their organizations (Hur, et al., 2019; Mihirani & Sangarandeniya, 2022). Therefore, proving that commitment has a significant difference across the number of years in service.

Problem 6. Is there a significant relationship between the job-related factors and the level of participants' performance?

Table 7 presents the significant relationship between the job-related factors and the level of participant's performance using Spearman's rho correlation at 0.05 level of significance. It was concluded that motivation, job insecurity, and perceived stress have significant correlations with productivity and commitment.

Table 7: Significant relationship between the job-related factors and the level of participants' performance

Job Related Factors	Employee's Performance					
	Productivity			Commitment		
	correlation	p-value*	Remark	correlation	p-value*	Remark
Motivations	0.568	0.011	Significant	0.740	0.000	Significant
Job Insecurity	-0.535	0.018	Significant	-0.716	0.000	Significant
Perceived Employability	0.200	0.411	Not Significant	0.335	0.162	Not Significant
Perceived Stress	-0.688	0.001	Significant	-0.516	0.024	Significant

**tested at 0.05 level of significance using Spearman's rho correlation*

The correlation between productivity and level of motivation was found to be 0.568 with a p-value of 0.011, and the correlation between commitment and level of motivation was found to be 0.740 with a p-value of 0.000. This implies that motivation has a significant positive relationship with both productivity and commitment. This result is similar to Niati, et al. (2021) wherein they state that in order to increase productivity, motivation among employees is needed to be maintained. Employees who are motivated by a sense of purpose are more likely to work harder and achieve institutional goals (Afiyati, 2018). Moreover, Bastida (2022) also states that the relationship between COS employees' motivation and organizational commitment is positively significant which is similar with the results of this study.

Table 7 also shows that the correlation between productivity and job insecurity is -0.535 with a p-value of 0.018, and the correlation between commitment and job insecurity is -0.716 with a p-value of 0.000. This means that job insecurity has a significant negative relationship with productivity and commitment. Per Marchington et al. (2008), organizational commitment is affected by five factors namely: physical work condition of the environment, feeling or desire for a good leader at work, fair compensation, rewards or opportunities for employment, and job security. However, for COS employees, job security could be threatened during contract renewals. Hence, higher job insecurity leads to lower commitment and lower productivity, affecting their overall job performance (Dwiyanti & Abdilla, 2018)

Similarly, perceived stress was also found to have a significant negative correlation with productivity and commitment. The calculated correlation between perceived stress and productivity is -0.688 with a p-value of 0.001. While for perceived stress and commitment, the correlation is -0.516 with a p-value of 0.024. A significant body of studies reveals that COS workers are more prone to chronic work-related stress due to job insecurity and low perceived fairness in terms of compensation. Due to this stress, work productivity and commitment were also diminished (Nakao, 2010). Additionally, the results are also similar to the findings of Hünefeld et al. (2019). Their study shows that agencies that use contract-based work schemes are expected to provide psychological contracts like job security, prospects of personal growth,

educational opportunities, and appropriate compensation. Breaching this psychological contract will cause stress and workers may reduce commitment.

Lastly, perceived employability was found to have a positive correlation with productivity and commitment having a coefficient of 0.200 and 0.335, respectively. However, the results also implied that these correlations are not significant since the p-values are greater than the 0.05 level of significance. The same results were reflected based on a study by Espada and Chambel (2014). It states that perceived employability is positively correlated with commitment. However, data also reveals that this relationship is weaker for workers that have high voluntariness, meaning, those employees who prefer being in a contract-of-service employment scheme rather than a permanent one. This may be attributed to the fact that most COS employees in ASSAT have higher monthly salaries as compared to their prospected entry plantilla position. Moreover, having a plantilla position in the institution would significantly increase their level of responsibilities as they will automatically be given designation without proper turn-overs because of its problem of inadequate manpower.

Problem 7. Does the job-related factor affect the level of ASSAT’s contract-of-service employees’ performance?

Table 8 presents the result of the regression analysis on the effect of ASSAT COS employees’ job-related factors on their productivity. It was found out that the p-values for motivation, job insecurity, and perceived stress were 0.992, 0.674, and 0.061, respectively. This implies that motivation and job insecurity have no significant effect on the productivity of the ASSAT COS employees. The results are contrary to most studies stated in the previous sections. Hence, there may be other mediating factor that weakened or diminished the effect of the motivation and job insecurity on productivity which are no longer included in this study.

Table 8: Regression Analysis on the level of ASSAT’s contract-of-service employees’ job-related factors on productivity

Variable	β Coefficients	Standard Error	t –Statistic	P-value	Remark
Motivation	-0.003	0.306	-0.010	0.992	Not significant
Job insecurity	-0.141	0.330	-0.429	0.674	Not significant
Perceived stress	-0.658	0.325	-2.021	0.061	Significant

Perceived stress, on the other hand, was found to have a significant negative effect on the productivity of employees. This means that as the perceived stress increases, the productivity of the employees’ decreases. This is similar to the results gained by Bellinger (2021) wherein he states that stress affects the well-being of the employees and hence, affecting their productivity.

Table 8 presents the result of the regression analysis on the effect of ASSAT’s COS employees’ job-related factors on their commitment. It was found out that the p-values for motivation, job insecurity, and perceived stress were 0.076, 0.178, and 0.444, respectively. This implies that job insecurity and perceived stress has no significant effect on the commitment of the ASSAT COS employees.

Similarly, these results are in contrary to most studies presented in the previous section. Therefore, there’s a possibility that mediating factors diminished the effect of job insecurity and perceived stress on commitment.

Moreover, it was also found out that only motivation has a positive significant effect on the commitment of the ASSAT COS employees. This implies that as motivation increases, their commitment also increases. This finding is similar to most literature such as Inegbedion (2022) and Dwivedula et al. (2016) which states that motivation is indeed a determinant of commitment in the workplace.

4. Conclusions

The contract-of-service employees of Agusan del Sur School of Arts and Trades (ASSAT) are young workers with ages ranging from 25 to 30 years old. Young workers mostly seek contract-of-service employment to have a flexible job scheme and gain the necessary experiences for their target jobs, whether it be inside the institution that they are currently affiliated or in another organization. In terms of highest educational attainment, the majority of the COS employees are Bachelor's degree holders, while the smaller percentage are graduates in Three-year diploma programs. Further, the majority holds no eligibility, while the smaller percentage falls into Licensed Professional Teachers, Engineers, or Civil Service Eligible. The diversity in the qualifications is mainly due to the different skill sets required in technical-vocational schools. For the number of years in service, majority of the COS employees are serving the institution for 1-6 years and were still in the early to an average length of service.

Moreover, the COS employees of ASSAT have high motivation, average job insecurity, high perceived employability, and average perceived stress. For the status of their performance, they have average productivity and high commitment.

Among the measured job-related factors, only perceived stress has a significant effect on productivity. Hence, in order to improve their productivity, the policymakers of ASSAT and Technical Education and Skills Development (TESDA) could launch initiatives that will lower the stress level of the COS employees. The increase in workload has caused the stress for most COS employees, therefore, the administration could re-evaluate the workloads for each employee and distribute them equally and based on expertise. The institution could also tackle the improvement for COS employees' motivation and job insecurity since they are also correlated with productivity.

Furthermore, only motivation has a significant effect on the commitment of the ASSAT COS employees. With that, the institution could focus on maintaining the high motivation of the employees to maintain their high commitment. For instance, the administration could hasten the process of renewal and distribution of compensation. Perceived employability and perceived stress are significantly correlated with commitment as well. Same with productivity, the institution could also prioritize these determinants to improve the COS employees' commitment to the organization.

Lastly, motivation, job insecurity, perceived stress, and commitment have significant differences when grouped according to the number of years in service. Thus, another study could be conducted to investigate the mediating factors between the variables as it is no longer in the scope of this research.

5. Recommendations

Based on the findings and conclusions of the study, the following recommendations have been made:

1. The Human Resource Director may encourage the COS employees to take licensure or civil service exam. It is also ideal for the institution to initiate review sessions for those who are interested. Moreover, since the COS employees are still young they may be engaged more in job-role trainings in order to improve their professional attitudes.
2. The institution may engage COS personnel in the annual Training Needs Analysis (TNA) to accurately assess their training requirements and alleviate job insecurity and improve perceived employability.
3. It is crucial for the office to implement proper succession planning to cushion the effect of the sudden change of designations and assignments. This way, the productivity and commitment of the COS employees will not suffer during the transition.
4. It is admirable for ASSAT and the Technical Education and Skills Development Authority (TESDA) to request additional plantilla positions to the Department of Budget and Management (DBM) in order to give chance for eligible COS employees who's been serving the institution for more than 3 years.
5. It is ideal for the COS workers to be included in the institutional PRAISE awards to recognize their contribution and commitment to the institution. Moreover, the awards that they will receive are additional credentials in case they would apply for a plantilla position.
6. In order to improve the performance of the COS employees, the management may focus on improving their motivation, diminishing their job insecurity, and reducing their perceived stress. For improving their motivation, the management may include them in the strategic planning. In this way, they will have a clear annual goal and they could also increase their involvement in the goal-setting of the institution.

For diminishing their job insecurity, aside from providing training, the management may also initiate a coaching-mentoring system for the COS employees. This way they will be able to know the techniques and procedures needed for the job assigned to them. For reducing the perceived stress, it is advantageous for the Human Resource Director to review the process of contract renewal and compensation distribution. It is ideal if action plans will be formulated to solve the bottlenecks of these processes.

7. It is desirable for the management of TESDA to conduct monthly stress-reducing activities like gardening, Zumba sessions, videoke sessions, employees' Family Day or sports activities in order to lower the impact of stress on the job performance of the employees. Moreover, TESDA may launch initiatives that would improve the motivation of the ASSAT COS employees such as including them in the annual teambuilding activities. These initiatives may be prioritized as it significantly affects the commitment of the COS employees.
8. Future researchers may investigate more on the effect of length of service on the job-related factors and job performance of COS employees. Moreover, they may further

determine the mediating factors between the COS employees' demographic profile and job performance.

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