



## THE INFLUENCE OF TEMPORARY EMPLOYMENT ON THE EMPLOYEE PERFORMANCE AMONG NON-PERMANENT EMPLOYEES IN THE CITIES OF BATANGAS

MARY ANN E. ANTENOR, DPA  
<https://orcid.org/0000-0002-6340-5529>  
 engr\_mhean@yahoo.com.ph  
 Batangas State University, Batangas City

### ABSTRACT

*The study investigated the influence of temporary employment on employee performance among non-permanent employees in the three cities of Batangas Province. It evaluated employee performance against the quantity and quality of units, timeliness, cost-effectiveness, absenteeism, creativity, and adherence to policy. It determined the significant difference between the profiles and the extent of influence of temporary employment and the significant relationship between performance and temporary employment. It identified the challenges encountered by non-permanent employees and Human resource managers with temporary employment. Similarly, the study adopted descriptive research design and utilized an explanatory sequential mixed method. A sample size of 171 non-permanent employees was selected as key respondents of the study and data were tabulated and analyzed using frequency count and percentage, weighted mean, Analysis of Variance, Independent T-test, and Pearson (r). Results revealed that majority of respondents are 20-39 years old, female, married, college level, and with 0-5 years of experience. As for motives for temporary employment, an expectation to gain permanent employment in the City drives temporary employees to high levels of performance. For perceived employability, the line managers providing supervisory support like coaching and feedback to employees on their job performance receives the highest weighted mean and the item of the contract being renewed by the company in the past as to expected employment continuity. Concerning employee performance, respondents concurred on promoting the organization's values and goals through staying focused, following rules, completing work on time, setting priorities, observing attendance policy, and taking on challenging tasks. Both motives for temporary employment and perceived employability showed no significant relationship with profile variables. Whereas in expected employment continuity, only marital status and number of years are found significant. Only the quality of units produced under expected employment continuity bears a strong positive relationship with temporary employment. Thus, action plan was crafted to enhance employee performance.*

*Keywords: Employee Performance, Temporary Employment, Plan of Action, SPSS Analysis, Philippines*

### INTRODUCTION

Employees function as the backbone of any organization as they fulfill the requirement of skills, knowledge, and experiences relative to its productivity level. The employees feel responsible for meeting the performance targets laid down by the organization, hence, the overall performance of

the organization depends upon its selection of employees. The performance of employees significantly influences the organization's progress towards achieving its goals. How well the employees execute the job-related activities expected of them relates to the success of the organization. Each organization endeavor then is backed by its employees. Yet, because of the

**P – ISSN 2651 - 7701 | E – ISSN 2651 – 771X | [www.ioer-imrj.com](http://www.ioer-imrj.com)**

*Proceeding of the Asia – Pacific E- Conference on Multidisciplinary Research (APECMR) 30 – 31 January 2021*  
 ANTENOR, M.A.E., *The Influence of Temporary Employment on the Employee Performance Among Non-Permanent Employees in the Cities of Batangas*, pp. 99 - 110



nature and length of time required for the accomplishment of tasks, there exist various types of employment organization employs. One of these include contractual working arrangement. As stipulated in House Bill No. 1045 (2016), contractual work arrangements are against workers in nature. More so, Azucena (2016) underscored that contractualization can be defined in terms of deceptive contractorship and transpires after hiring people and making them work as employees but treating them as a contractor. It is also considered as a form of precarious work (Cristobal & Resurreccion, 2014), wherein employees engaged in this arrangement face unstable employment, lower wages, and more hazardous working conditions (International Labor Rights Forum, n.d).

This expresses certainty as the Philippines is besieged with challenges about uplifting the workers' status and maintaining industrial peace. As conveyed by the Philippine Statistics Authority, there were 1.3 million non-regular workers in establishments with at least 20 workers in the year 2014. From CNN Philippines, the figure is 20 million contractual workers in 2016; many of these are struggling for job security.

Cristobal & Resurreccion (2014) regarded the history of contractualization practices in the Philippines rooting from the enactment of Presidential Decree 66, which instituted the Export Processing Zone Authority. Section 13 of the decree enjoined that all officials and employees of the Authority, including temporary workers, were subject to evaluation through a merit system when it came to matters concerning their recruitment, transfer, promotion, and dismissal. With the seasonal nature of this industry, the practice of contract labor turned to be more ostensible. Furthermore, Inocian & Lao (2007) pointed that the contractual workers are part of the informal sector where they are not provided security of tenure, are not qualified to be given benefits; and are not allowed for representation in their line of work.

However, this led to the increasing phenomenon of casual employment as a major manifestation in the industrial and government labor market. Even so, organizations vary widely in their approaches to human resource management

in terms of training, orientation, socialization, and integration of temporary workers. The rapid uptick of the temporary employment across countries has occupied a primary concern as regards employees' performance. Although the effects of temporary employment on employees and organization have not been fully established given that there are variables that affect the observed outcomes, it cannot still be denied that it creates impact on the organizational performance.

The mass occurrence of hiring temporary employees have impacted particularly the public sector employment. Non-regular workers were particularly hired under contracts of service (COS). This precarious employment made up more than 669,347 out of around 1.7 million workers in government (CSC, 2019). The COS are categorized for filling in permanent job needs of government agencies without the benefit of security of tenure and social protection. In hope to end contractualization, the labor sector felt a champion in the newly elected President to lead their advocacy against unfair labor practices. Yet, they felt shortchanged and failed to meet their expectations as various factors resulted in the untimely demise of the labor issue at least at the moment (Cainglet 2019).

In the local government units (LGUs), which altogether employ the biggest number of COS and JO workers, local officials were furnished by the Local Government Code full discretion and autonomy over hiring non-regular workers. Section 77 stipulated that the CSC will not need to approve or attest to the hiring and appointment of these workers. As an outcome to this provision, the LGUs mainly control the personnel selection and staffing patterns in its offices (RA 7160, Sec. 76) (CSC, 2002).

While temporary employment has been a growing alternative at work, both organization and employees ostensibly face challenges as regards performance. It is worth noting that the goals of the organizations will not be satisfactorily met if temporary employees are less skilled and less committed to their work. Further, the employees' benefits come at great cost if temporary employees become a wandering underclass in the labor pool.



The identification of the temporary employment indicators gaps as well as its influence on employee performance prompts the researcher to assess the influence of this work arrangements towards the development of the proposed plan of actions for temporary employees.

## OBJECTIVES OF THE STUDY

This study aimed to assess the Influence of Temporary Employment on the Employee Performance among Non-Permanent employees in the Cities of Batangas.

Specifically, the study aimed to 1) determine the extent of influence of temporary employment in terms of motives for temporary employment, perceived employability, and expected employment continuity; 2) identify the relationship between temporary employment and performance; 3) identify the challenges encountered by the non-permanent employees and Human resource managers due to temporary employment; and 4) propose plan of actions to enhance the performance of non-permanent employees in Three Cities in the Province of Batangas.

## METHODOLOGY

To provide anchor and support for the present study, the theoretical framework adopted from Ongera & Juma (2015) was used. To materialize the study, non-permanent employees from the three cities in the Province of Batangas were selected to be the target respondents comprising a sample size of 171 non-permanent employees. The sample size was determined using stratified proportionate random sampling method. The study adopted a descriptive research design and utilized an explanatory sequential mixed method to connect the quantitative results to the qualitative data collection by way of integration. This method according to Clark (2011) consists of first collecting quantitative data and then collecting qualitative data to help explain or elaborate on the quantitative results. The researcher adopted a standardized survey

questionnaire from the study of Ongera and Juma (2015) for indicators of temporary employment. While, for the indicators of employee performance, the researcher constructed her own set of statements per variables as discussed by Armstrong (2009) including quantity of units produced, quality, timeliness, cost-effectiveness, absenteeism, creativity, and adherence to policy. For the administration of the questionnaire, the researcher used online survey. Respondents were required to indicate their level of agreement with various aspects of temporary employment and employee performance. The Items were measured on a five-point Likert Scale ranging from 1 being "Strongly Disagree" to 5 being "Strongly Agree". To show the qualitative description of the employees' level of performance, the scores include "Very High" to "Very Low". The extent of influence of temporary employment to the respondents were also measured to a "Very Great Extent" down to "No Influence". Both the standardized and semi-structured survey questionnaires were administered to the sampled respondents using online platform.

## RESULTS AND DISCUSSION

### 1. Profile of the Respondents

Table 1 shows the distribution of the respondents. In terms of age, it shows a prevalent frequency of non-permanent employees within the age range of 20-39 years evident with its percentage of 68.4 whereas below 20 years receives 0 frequency. Likewise, non-employees aging 40-59 obtain a frequency of 49 while those 60 years and above get a frequency of 5. Female respondents with frequency of 106 surpass the male respondents with a frequency of 65. Married employees equate to 105 dominating the temporary employment followed by the single respondents with a frequency of 60 and widowed with 6. College level gets the highest frequency of 154, proceeded with the graduate level with 17, and 0 for both elementary and secondary levels. Respondents with 0-5 years get the highest frequency of 102; next are employees who have above 6-10 with 44, 11-15 with 16, and the least



are those with above 15 years equating to frequency of 9. The socio-demographic profile of sample respondents was shown in the table below.

**Table 1**  
*Distribution of the Respondent's Profile*

	Category	Frequency	%
<b>Age</b>	Below 20 years old	0	0
	20-39 years old	117	68.4
	40-59 years old	49	28.7
	60 years and above	5	2.9
<b>Sex</b>	Male	65	38
	Female	106	62
<b>Marital Status</b>	Single	60	35.1
	Married	105	61.4
	Widow	6	3.5
<b>Highest Educational Attainment</b>	Elementary Level	0	0
	Secondary Level	0	0
	College Level	154	90.1
	Graduate School Level	17	9.9
<b>Number of Years</b>	0-5 years	102	59.6
	6-10 years	44	25.7
	11-15 years	16	9.4
	Above 15 years	9	5.3

Interestingly, findings imply that young workers are mostly found employed in non-standard work arrangements with which they do not have an employment relationship. This is in consonance with the notion of economic recession of the European Foundation for the Improvement of Living and Working Conditions (2013) that the use of temporary employment contracts for young people had been on the rise in most countries before the recession began in late 2008, reflecting the desire of employers to adjust their workforces more easily as market conditions changed.

Relative to a policy brief by ILO (2016), in nearly all countries of the world, women are also more likely to be found in part-time work than men. While women make up less than 40 per cent of total employment, their share of all those working part-time is 57 per cent. By far, one of the main reasons for women being over-represented in a

non-standard employment reflect different cultural and institutional settings.

In terms of marital status, the findings suggest that temporary employment rates are higher for married. It implies that more married employees are engaged in precarious work. These workers may choose temporary arrangement because it allows combining work with study or family obligation. On the other hand, the study conducted by Dutsch (2011) postulated that married employees and those with children under the age of 16 living in the household are less common in temporary employment positions.

As postulated by the human capital theory, people with more schooling tend to have higher likelihood of labor force participation. Adults with low educational attainment are both less likely to be partakers in the labor force and are more likely to be unemployed. OECD (2011) highlighted that higher education increases job prospects and the likelihood of remaining employed in times of economic hardship. Also, adults with a tertiary-level degree have a greater chance of being employed than those without such a degree. Thereby, evidence suggests that education is generally good insurance at least against unemployment.

In relation to the findings for number of years, ILO (2015) cited that under non-permanent work arrangements, the employment relationship is limited only to the period for which the employee works. Thus, Standing (2011) asserted that non-permanent workers are considered marginal and prone to exploitation, experiencing anxiety because of inconsistent income, reduced benefits and deskilling, as well as unclear prospects for career progression.

## 2. Respondents' Assessment on Temporary Employment

In terms of motive for employment, the item, expectation to gain permanent employment in the City drives temporary employees to high levels of performance tops the list evidenced with its weighted mean of 4.11. It is followed by career development opportunities in the City motivate temporary employees to be more committed to



their work, receiving the second highest weighted mean of 4.07. Yet, temporary employees became psychologically tortured, hence reduced motivation when they did not get permanent position, has the least weighted mean of 3.14 and a verbal interpretation of neutral. These findings confirm their aspiration to be offered by a contract extension. The prospect of rehiring produces a positive effect on temporary workers. Similarly, De Cenzo & Robbins (2010), stressed that if the firm fails to offer a permanent position within an acceptable time frame, the temporary worker may perceive it as a breach of the psychological contract, diminishing expectations and leading to reduced motivation. This may be associated with a growing frustration with temporary work as they wait for a more permanent opportunity to arise, which might affect their role performance. It can be understood temporary employment may be stressful and unfavorable to them. It is supported by the idea forwarded by ILO (2016) that workers in on-call employment and casual arrangements normally have limited control over when they work, with implications for work–life balance.

In terms of perceived employability, it is the line managers providing supervisory support like coaching and feedback to employees on their job performance obtains the highest weighted mean of 4.11; next is given their qualifications and experience, they could easily find another job if they were looking for one, obtaining a weighted mean of 4.03. Yet, temporary employees are given autonomy and reasonable authority in the jobs that they perform which enables them to learn more from their jobs and feel fully utilized is considered the least with a weighted mean of 3.99. The findings can be taken as an indication that they receive practices that assist their performance. It is sensible to note that Human Resource practices such as information sharing, and employee participation allow employees with a career development. Thereby, the findings show the observance of the employers of their responsibilities towards their employees. Further, the findings suggest that they are convinced of the benefit their temporary employment affords. It points forward then that temporary workers are fully engaged in their work in attempts to increase

their employability. Articulated by De Cuyper & De Witte, (2010), it is generally important to temporary workers invest considerably more in becoming employable.

As to expected employment continuity, respondents agree on their contract being renewed more than once by the company in the past as it has the highest weighted mean of 4.12. Equally important, respondents believe that their expected contract renewal enhances employee commitment to which it receives the second highest weighted mean of 4.08. On the other side, managers employing the threat of contract discontinuation as a performance management tool receives the lowest weighted mean of 3.19 and a verbal interpretation of neutral. Significantly, the results reveal that companies agree to renewal of contract. This may be possible through the performance shown by the temporary employees. In a similar manner, results corroborate the opportunities for permanent employment employers are willingly ready to award to their employees. One essential issue that temporary workers have to face is their employment future after the completion of their contract. Thus, an expected rehiring by their current organization may boost their self-esteem and commitment.

### 3.Respondents' Assessment of their Performance

With respect quantity of units produced, listing of most urgent tasks to stay focused receives the highest weighted mean of 4.17 whereas jumping from one task to the other instead of concentrating on a single activity at a time receives the lowest weighted mean of 3.32. It is interesting to note that respondents find the value of prioritizing in terms of the execution of their tasks. It is logical to say that they have the sense of urgency that can impact their personal productivity. Parallel with the study is the concept of absorption forwarded by Truss et al., (2013). This dimension of work engagement was described by being fully focused and happily attached in one's work, whereby the employee feels that time passes quickly and has difficulties with detaching from work. Moreover, it reflects



their commitment and involvement towards the tasks assigned to them. The results are in consonance with the definition of productivity to which according to Sharma and Sharma (2014) is based on the amount of time that the employees are present at their job, aside from the extent to which they are mentally present or efficiently working during the presence at the job.

As for quality of units, respondents agreed on following rules based on the existing approaches to quality work getting the highest mean of 4.20. The least pertain to constantly tracking a problem in its early stages to achieve the quality of the organization's goal and working without supervision as necessary with equal weighted mean of 4.12. This important finding suggests that respondents' work goals seem aligned with the strategic vision of the organization they belong. They fully understand and accept the mode of work, place, and the manner of performing it. With the findings, it can be interpreted that top management delivers information including feedback, expectations, and initiatives appropriately. Consequently, the respondents perform in accordance with what is expected of them. On the other hand, it was also argued that respondents are dependent on what the organization has to advise. They deem that they can be more productive in a well facilitated work environment. In consonance with these results, Sekar (2011) emphasized that the relationship between work, the workplace and the tools of work is an integral part of work itself. To realize high levels of employee productivity, organizations must safeguard that they facilitate interaction and autonomy.

As regards timeliness, respondents were able to plan and complete their work on time with the highest weighted mean of 4.21. On the other side, respondents estimate the indicator, effectively assigning tasks to others to get work done, the least to which it receives the lowest mean of 4.01. Results demonstrate that respondents were able to plan and complete their work on time as they provide the item with the highest weighted mean of 4.21. This illustrates the respondents' commitment to be of contribution to their organization. It is important to note that

productivity is typically evaluated in terms of the output of the employees in a specific period. As advanced by Markos and Sridevi (2010), employees who feel disconnected at their workplaces are most expected to waste their time on tasks with low priority and neglect their full commitment to perform their tasks. However, the lowest mean reflects that employees exhibit job autonomy which suggests that they have confidence in their work and in their ability to finish the tasks. Likewise, it speaks of the self-determination theory that states that when individuals feel they have control over their behaviors, or they can engage jobs or tasks in discretionary manners, they will be highly motivated to work hard (Deci, E.L.; Ryan, R.M., 1985).

In reference to cost-effectiveness, respondents display agreement on being able to set priorities receiving the highest weighted mean of 4.22. Yet, they consider the item, thinking ahead to account for changing circumstances at work, the least with the mean of 4.06. In these results, employees are perceived to display felt responsibility for their work. Their attentiveness to their priorities serves as driving factor for them to learn and accomplish their work goals. As they are endowed with ability to manage their work, they would be impressively disposed to take on more responsibilities. This time organizing strategy as shown in the results observes what Noe et al., (2017) that through prioritizing employees can guarantee they can accomplish all their tasks and duties without delay. On the other hand, it can also be interpreted that employees are somehow uncomfortable of innovations.

In relation to absenteeism, employees observe the attendance policy of the organization as the item receives the highest weighted mean of 4.25 and interpreted as agree. Rated the least is having perfect attendance throughout the year. Results indicate that employees feel that their presence at work has meaning. On the other side, employees' attendance to work is attributed to economic theory aiming at maintaining a certain standard of living. Yet, regardless of their motives, results cast positive workplace attitude.

In terms of creativity, respondents agreed on taking on challenging work tasks as needed as



evidenced by its highest weighted mean of 4.15. However, they deem starting new tasks when their old tasks were completed, last in ranking as proved by its lowest mean of 4.08. It implies that employees are up for innovations and challenges. This can be associated with their desire for profound sense of innovation. As they continuously work according to rules and formulaic thinking, they fail to improve themselves professionally and personally. As advocated by Sweetman, et al., (2010) creative employees do not straightforwardly give up amid an uncertain environment instead solve the problems imaginatively. On the opposite side, the results suggest that respondents tend to complete their tasks before engaging in new activities which can be both advantageous and disadvantageous. It appears to be beneficial as they can assure completion, however, it puts forward the notion that construction of solution to their tasks consumes time.

Finally, in terms of adherence to policy, respondents concurred on promoting the organization values and goals obtaining a weighted mean of 4.21. Rated the least is turning the organization goals to executable plans, obtaining a weighted mean of 4.08. It can be surmised that they value the joint obligation between them and the organization. They share with their organization its values, beliefs, and expectations expressed in their attitude toward work. In connection, Garstenauer et al., (2014) promoted that organization requires alignment of values, attitude, and behavior within an organization. However, it can be attributed to the reasoning that pursuit in goals can conflict with one another.

#### **4. Significant difference in the influence of temporary employment when grouped according to their profile variables**

As to motives for temporary employment, age with the p-value of .32 and f-value of 1.152 is interpreted as not significant. Sex has no significance difference with a p-value of .172 and t-value of 1.374. Similarly, there is no significant difference between marital status and their motive

for temporary employment with a p-value of .084 and f-value of 2.519. As regards highest educational attainment, it is found to have no significant difference with a p-value of .774 and t-value of .287\*. Lastly, the number of years bears no significance difference with a p-value of .437 and f-value of .912. Based on the above results, motives for temporary employment perceived to be economically valuable.

Added to these, in terms of profile as to perceived employability, age as indicated by p-value of .408 and f-value of .665 is found not significant; sex is found to be not significant as demonstrated by its p-value of .654 and t-value of .448\*. Regarding marital status and assessments on perceived employability, they have been found to be not significant with a p-value of .394 and an f-value of .937. In a similar manner, highest educational attainment and number of years are established to be not significant with their p-values of .089 and .417, and t-value of 1.712\*, and f-value of .952, respectively. These findings underscore that respondents view their temporary employment as an opportunity for obtaining skills and maintaining employment, similarly.

As to expected employment continuity, marital status revealed to be significant; the number of years conveys a statistical difference as indicated by its p-value of .031 and f-value of 3.032. On the other hand, age, sex, and educational attainment are found to be not significant. With a p-value of .88 and f-value of .128, age cannot be prompted in better way, similarly with sex, receiving a p-value of .367 and t-value of .905\*, and highest educational attainment with a p-value of .89 and t-value of 0.139\*. In the context of the findings, Clinton et al., (2011), temporary workers who desire to stay in their employment may try to excel to increase their chances. For temporary agency workers in particular, the best alternative to maintain employment is to sustain the interest of the current organization. Based on the results, expected employment continuity may intensify the employee's restlessness in losing their job. Given the relatively short tenure with organizations, temporary workers are anxious about perceived employment future beyond the conclusion of their



current contract. This can be supported by the findings of Clinton, Bernhard-Oettel, Rigotti & De Jong (2011) showing that temporary workers may worry about their employment in the future as they feel their employment with their current organization will end, and they may be directed to look for an alternative employer.

### 5. Relationship between the extent of influence of temporary employment to the performance

In regard to motives, the quantity of units produced receiving a p-value of .000 and R-value of .497 revealed to bear moderate positive relationship and is verbally interpreted as significant. In respect to the quality of units produced and motives, it reveals that they have moderate positive relationship with a p-value of .000 and R-values with .39, thereby verbally interpreted as significant. As for the timeliness, data reveal that there is a moderate positive relationship as evidenced by p-value of .000 and R-values .362 and is interpreted as significant. Cost-effectiveness shows moderate positive relationship with its p-value of .000 and R-values .448 bearing the significant interpretation. Similarly, absenteeism with a p-value of .000 and R-values of .351 reveals to have a moderate positive relationship with their temporary employment. In addition, creativity and adherence to policy reveal to have moderate positive relationship, verbally interpreted as significant. These are directed by their p-values of .000 and R-values of .455 and .399, respectively. The results are in consonance with the findings of Ongera & Juma (2015) which offered that the motive of taking up the temporary employment plays an important role in the performance of the employees. The employees know that there are few permanent job opportunities and that the temporary job at the company serves as a good substitute to unemployment. This motive makes them work hard and perform better at work with the hope that they will get a better job, on permanent basis, at the company. This contributes to the enhanced job performance.

With regard relationship between perceived employability and performance, quantity of products, it reveals a moderate positive relationship with a p-value of .000 and R-values of .438 verbally interpreted as significant. Similarly, quality of products is significant to their temporary employment with a p-value of .000 and R-values of .269. Moreover, timeliness and cost-effectiveness reveal to have moderate positive relationship with temporary employment with p-values of .000 and R-values of .39 and .362, respectively and with verbal interpretation of significant. In respect to absenteeism and creativity, respondents' assessments reveal moderate positive relationship as evinced with their p-values of .000 and R-values of .314 and .352, respectively. Adherence to policy shows a moderate positive relationship with the respondents' temporary employment as manifest by its p-value of .000 and R-values of .273 and verbally interpreted as significant. It validates that respondents imbibe the organizational culture with their target of being employed permanently in the same organization and that the employability of the employees at the company is an important factor (Ongera & Juma, 2015). Here, it is clear that the company was promoting the employability of the employees through training and work autonomy. Such conditions prove essential in any organization when planning to improve the performance of employees.

In respect to the relationship between expected employment continuity and performance, quantity of units produced has a strong positive relationship with the temporary employment as indicated by its p-value of .000 and R-values of .579. The quality of units produced, and timeliness have moderate positive relationship with their temporary employment as suggested by their p-values of .000 and R-values of .485 and .492, respectively. With reference to absenteeism and cost-effectiveness, data reveal that there is moderate positive relationship with their employment with designated p-values of .000 and R-values of .483 and .484, respectively. In a similar vein, creativity and adherence to policy point towards a moderate positive relationship and verbally interpreted as significant with p-values of



.000 and R-values of .410 and .486, respectively. These findings agree with the findings of Ongera & Juma (2015) showing employment continuity to have a positive relationship with the performance of the employees. It was revealed that most of the respondents had their contracts renewed. The employees indicated that they were informed in advance regarding contract renewal. This instills a sense of job security among the employees.

**6. Challenges encountered by the non-permanent employees and Human resource managers due to temporary employment**

The themes of challenges as gathered from the interview revealed the following: contract renewal that suggests restriction in their contract, political concerns stressing that employment is from the so-called appointment by trust or converting to permanent employment that takes a little longer for employees before they get promoted or converted to permanent employee, thereby, utilization of temporary employees as to control has been imposed by on temporary workers, moral issues that suggest loss of commitment towards work and the organization and speaks of emotional detachment from work, and inequalities that suggest discrepancy between their own work arrangements and wage and those of their temporary colleagues. The constant possibility of changing jobs and organization seems challenging and stressful, thus weakening their performance. Typically, employees can only find other employment opportunities through job hunting. At a global level, where there are economic shifts, chances are limited for non-regular employees. By their nature, non-regular workers experience less job security. Another key argument concerning non-permanent employees is the increasing issue of unequal treatment between permanent and non-permanent employees, especially wage differential. The equity considerations lead regular workers to feel uncomfortable because of the discrepancy between their own work arrangements and wage and those of their temporary colleagues (Olson, 2011).

**7. Proposed Action Plan to enhance the performance of non-permanent employees in three cities in the Province of Batangas**

**Table 2**  
*Proposed Action Plan*

Areas of Concern	Strategies	Persons Involved	Performance Indicators
Quantity of units produced	Periodic review of a standard system of feedback and appraisal	Employees, HR managers, Department Heads Concerned	Employees became flexible in the performance of their duties and tasks, broke up monotony and worked with less supervision.
Quality of units produced	Supervisory Support		
Timeliness	Strict Implementation of Agency's	Employees, HR managers, Department Heads Concerned, and Performance Management Team	Employees became committed in practicing efficiency and time management through proper motivation from the superiors.
Absenteeism	Punctuality and Attendance Policies  Preventive Coaching Intervention for Absenteeism		
Cost-effectiveness	Attendance on Mandatory Cost-Effectiveness Service Delivery Trainings	Employees, Training and development coordinator, Performance Management Team and Department Heads Concerned	Employees understood the change management process and encouraged to take flexible responsibilities of creating and communicating innovative ideas and directions.
Creativity	Placement in Matching Skills Department		
Adherence to Policy	Development of human resource practices and assessments that are consistent with the needs of employees  Consultation with Human Resource Managers regarding organization's policies	Employees, HR Managers and Department Heads Concerned	The employee's job and the organization's mission and goals were linked to the success of the organization by means of reinforcement of policies that is fair and consistent, to both of the employee and the agency.

With the local government setting, Human Resource (HR) plans are systems of organized decisions, initiated by the local government, to



support governmental personnel functions, performance management, employee relations and resource planning. Each organization has a different set of circumstances, and so develops an individual set of human resource policies. For the government, HR plans provide with a mechanism to manage risk by staying up to date with current trends in employment standards and legislation.

The plans must be framed in a manner that the organization vision is achieved and the human resource helping the same to achieve it or work towards it are at all levels benefited and at the same time not deviated from their main objective.

The process of managing the performance among employees is a tasked of both the human resource personnel and in through the positive response and acceptance among employees. Managing change specifically for organizational output is a challenging task for aligning organizational objectives with employees' skills, competency in the delivery of results always created varying behavior. This gap between the justification of temporary employment and its influence on performance became a huge problem in the use of performance management that inspired the proponent to endorse plan of actions, which were conceptualized with the objective of enhancing the performance of non-permanent employees.

## CONCLUSIONS

Majority of respondents are within the age range of 20-39 years old, female, married, college level and with 0-5 years of experience.

In terms of motive for employment, expectation to gain permanent employment in the City drives temporary employees to high levels of performance. In terms of perceived employability, it is the line managers providing supervisory support like coaching and feedback to employees on their job performance, and as to expected employment continuity, contract being renewed more than once by the company in the past receives the highest weighted mean.

With respect to quantity of units produced, employees are listing their most urgent tasks to

stay focused while following rules based on the existing approaches to quality work for the quality. As regards timeliness, they were able to plan and complete their work on time with the highest weighted mean while they display agreement on being able to set priorities with the highest weighted mean for cost- effectiveness. For absenteeism, employees observe the attendance policy of the organization as the item receives the highest weighted mean while they agreed on taking on challenging work tasks as needed as with the highest weighted mean for creativity. In terms of adherence to policy, respondents concurred on promoting the organization values and goals obtaining the highest weighted mean.

Both motives for temporary employment and perceived employability are found to have no significant relationship with profile variables. For expected employment continuity, only marital status and number of years are found significant.

Only the quantity of units produced under expected employment continuity bear a strong positive relationship with temporary employment.

The challenges are categorized into four as contract renewal, political concerns, moral issues, and inequalities. The proposed plan of action has been developed to enhance the employee performance.

## RECOMMENDATIONS

The three cities selected in the study may adopt the proposed action plan for the enhancement of the performance of non-permanent employees. They may start with a consultation with the Civil Service Commission to evaluate, review and consider the said proposal for policy formulation and future implementation.

Non-permanent employees may attend learning and development trainings mainly intended for improving their performance. They may coordinate with the City's Human Resource Management and Development Office (HRMDO) for the facilitation of the said programs.

The City through the HRMDO, may enact a policy through an executive order, which gives



preference to high performing, competent, and credible non-permanent employee already in place when considering a permanent position.

The study may be furthered through the discussion of challenges utilizing quantitative data. In future, a study may also be carried out comparing the performance of permanent and temporary employees.

## REFERENCES

- Armstrong, M, Taylor, S., (2009). Armstrong hand book of human resource management practice. file:///C:/Users/USER/Downloads/Armstrongs%20Handbook%20of%20Human%20Resource%20Management%20Practice\_1.pdf
- Azucena, C. A. (2016). Contractualization: Which meaning do we mean? <https://business.inquirer.net/215071/contractualization-which-meaning-do-we-mean>
- Cainglet, J. (2019). Federation of free workers: position of philippine labor groups on the endo issue. Interview by Deborah Esquivias. School of Public Policy, University of Calgary.
- Civil Service Commission (CSC), (2019a). Inventory of government human resources (ighr): career and non-career service as of 31 May 2019. <http://www.csc.gov.ph/2014-02-21-08-28-23/pdf-files/category/1668-ighrs2019.html?download=4943:ighrscareerandnoncareer052019>
- Civil Service Commission (CSC), (2019b). Inventory of government human resources (IGHR): JO/COS Data as of 31 May 2019. <http://www.csc.gov.ph/2014-02-21-08-28-23/pdf-files/category/1668-ighrs2019.html?download=4944:ighrs-jocos052019>
- Clinton, M., Bernhard-Oettel, C., Rigotti, T. & De Jong, J. (2011). Job insecurity and well-being in the temporary workforce: Testing volition and contract expectations as boundary conditions. *European Journal of Work and Organizational Psychology*, 1-27. <http://dx.doi.org/10.1080/1359432X.2011.647409>
- Cristobal, M. A. E. A., & Resurreccion, E. I. (2014). De-confusing contractualization: Defining employees engaged in precarious work in the Philippines. *Philippine Law Journal*, 88, 342-374.
- De Cenzo, D. A., & Robbins, S. P., Verhulst, S.L., (2010). Fundamentals of human resource management. John Wiley & Sons, Inc. <https://www.wiley.com/en-us/Fundamentals+of+Human+Resource+Management%2C+12th+Edition-p-9781119158905>
- Deci, E. L., & Ryan, R. M. (1985). Conceptualizations of intrinsic motivation and self-determination. *Intrinsic Motivation and Self-Determination in Human Behavior*, 11-40. [https://doi.org/10.1007/978-1-4899-2271-7\\_2](https://doi.org/10.1007/978-1-4899-2271-7_2)
- De Cuyper, N., Sulea, C., Philippaers, K., Fischmann, G., Iliescu, D., & De Witte, H. (2014). Perceived employability and performance: Moderation by felt job insecurity. *Personnel Review*, 43(4), 536-552. <https://doi.org/10.1108/pr-03-2013-0050>
- Dutsch, M. (2011). How precarious is temporary work? An analysis using the matching approach. *Journal for labor market research*, 43 (4), 299-318.
- European Foundation for the Improvement of Living and Working Conditions (2013). Young people and temporary employment. [https://www.eurofound.europa.eu/sites/default/files/ef\\_files/docs/erm/tn1304017s/tn1304017s.pdf](https://www.eurofound.europa.eu/sites/default/files/ef_files/docs/erm/tn1304017s/tn1304017s.pdf)
- Garstenauer, A., Blackburn, T., & Olson, B. (2014). A knowledge management based approach to quality management for larger manufacturing organizations. *Engineering Management Journal*, 26(4), 47-58.
- House Bill No. 1045. Regular Employment Bill. Cited in Porras, R. (2016). Employment Situation Final Results, Philippine Statistics Authority.
- Inocian, J. and Lao, E.. (2007). Future of workers in informal sector. Towards Fulfilling the Constitutional Mandate of Social Justice and Human Rights in the Informal Sector, Cebu City: ESCR Asia.
- International Labour Organization (ILO), (2016). On-call and related forms of casual work in New Zealand and Australia. <http://labourlawresearch.net/sites/default/files/papers/ainlILO.pdf>
- International Labour Organization (ILO). 2015. Statistical update on employment in the informal economy. Geneva International Labour Office. Retrieved at: [http://laborsta.ilo.org/applv8/data/INFORMAL\\_ECONOMY/2012-06-Statistical%20update%20-%20v2.pdf](http://laborsta.ilo.org/applv8/data/INFORMAL_ECONOMY/2012-06-Statistical%20update%20-%20v2.pdf)
- International Labor Rights Forum (ILRF), n.d. Freedom at Work, Contract Labor and Precarious Work webpage: <http://www.laborrights.org/labor-rights/contract-labor-and-quot-precarious-work-quot>
- Markos, S. and Sridevi, M.S. (2010) Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5, 89-96.



Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education.

OECD, (2011). *Education at a Glance 2011: Highlights*, OECD Publishing.  
[http://dx.doi.org/10.1787/eag\\_highlights-2011-en](http://dx.doi.org/10.1787/eag_highlights-2011-en)

Olsen, G. M. (2011). *Power and Inequality: A comparative introduction*. Don Mills: Oxford University Press. ISBN 978-0-19-544400-1. Paperback: 24.95 CAD. Pages: 216.

Ongera, R. M., & Juma, D. (2015). Influence of temporary employment on employee performance: A case study of safaricom limited. *International Journal of Business and Commerce*, 4, 1-27.

Republic Act No. 7160. An act providing for a local government code of 1991. <http://www.gov.ph/1991/10/10/republic-act-no-7160/>

Sekar, C. (2011): Workplace environment and its impact on organizational performance in public sector organizations, *International Journal of Enterprise Computing and Business System International Systems*, Vol. 1 Issue 1 January 2011

Sharma, M. S., & Sharma, M. V. (2014). Employee engagement to enhance productivity in current scenario. *International Journal of Commerce, Business and Management*, 3(4), 595-604

Standing, G. (2011). The precariat: The new dangerous class. [https://www.hse.ru/data/2013/01/28/1304836059/Standi ng.%20The\\_Precariat\\_\\_The\\_New\\_Dangerous\\_Class\\_\\_ -Bloomsbury\\_USA\(2011\).pdf](https://www.hse.ru/data/2013/01/28/1304836059/Standi ng.%20The_Precariat__The_New_Dangerous_Class__ -Bloomsbury_USA(2011).pdf)

Sweetman, D., Luthans, F., Avey, J. B., & Luthans, B. C. (2010). Relationship between positive psychological capital and creative performance. *Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration*, 28(1), 4-13. <https://doi.org/10.1002/cjas.175>

Truss, C., Alfes, K., Delbridge, R., Shantz, A., and Soane, E.C. (2013a). *Employee Engagement in Theory and Practice*, London: Routledge.  
<https://doi.org/10.4324/9780203076965>. <https://www.taylorfrancis.com/books/edit/10.4324/9780203076965/employee-engagement-theory-practice-catherine-truss-kerstin-alfes-rick-delbridge-amanda-shantz-emma-soane>

Yu, C. H. (2008). Book review: Creswell, J., & Plano Clark, v. (2007). *Designing and conducting mixed methods research*. Thousand Oaks, CA: Sage. *Organizational Research Methods*, 12(4), 801-804. <https://doi.org/10.1177/1094428108318066>

## AUTHOR'S PROFILE

**Dr. Mary Ann E. Antenor**, graduated with the degree of Doctor of Public Administration at Batangas State University, Philippines. Currently, she is the Community Affairs Officer II in the Office of the City Mayor, City Government of Batangas, Philippines. The author is also a Part-Time Lecturer at the Colegio ng Lungsod ng Batangas, Batangas City. She is an Environmental Planner and member of the Philippine Institute of Environmental Planner, Batangas Province, Philippines, and a member of the International Organization of Educators and Researchers Inc. (IOER).



## COPYRIGHTS

*Copyright of this article is retained by the author/s, with first publication rights granted to IIMRJ. This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution – Noncommercial 4.0 International License (<http://creativecommons.org/licenses/by/4>).*