

BUSINESS CLASSIFICATION OF THE SMALL AND MEDIUM-SIZED ENTERPRISES (SMES) INDUSTRY IN MANDAUE CITY, CEBU, PHILIPPINES

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ABSTRACT

Industries including SMEs employed contractual employees to cater to the high demand of the labor force during peak months. Through this, they will be able to save costs on benefits. This study explored the experiences of the employer and employees of small and medium-sized enterprises (SMEs) in Mandaue City, Cebu, 2022. This study utilized descriptive research using quantitative data. In particular, the study was conducted in the selected barangays where there the target small and medium-sized enterprises (SMEs) were located. Using the purposive sampling technique, the respondents of this study were the ten (10) representatives and employees under a short-term employment contract of the small and medium-sized enterprises in Mandaue City, Cebu. Frequency count and the simple percentage were computed to analyze the data about the profile of the small and medium-sized enterprises (SMEs). The majority of the small and medium-scale enterprises operating in the selected barangays in Mandaue City had 10-99 employees and owned Php3,000,000.00 to Php15,000,000.00. Moreover, more of them were engaged in logistics, warehousing, trading selling construction supplies, and real estate and offering air and sea freight forwarding, trucking, household removals, warehousing, inventory management, courier services, and door-to-door delivery. Also, a good number the SMEs cater to the logistics, warehousing, and trading market.

Keywords: Human resource management, labor relations, short-term employment, small and medium-sized enterprises, Mandaue City, Cebu, Philippines.

INTRODUCTION

Labor is an essential resource. It is so crucial that some noted economists postulate that labor is the source of the critical hypothesis and principles economists have developed about labor. Although not all of them have been tested and accepted, they represent an index of what should be known about labor problems and labor markets. The role of many temporary workers is dramatically different

from past decades. Once limited to replacing relatively unskilled sick or vacationing clerical help, today's temporary workers increasingly fill positions in various executive, managerial, professional, and technical areas requiring extensive skills.

The regular employee enjoys many entitlements that represent the firm's cost beyond the regular wage calculation as provided by the labor laws. The benefits provided to regular

employees begin to escalate, known as the competitive wage rate – the rate at which many laborers are willing to enter employment. In time, this led to the idea of temporary- in contrast to regular -employees. These employees could be hired at the ongoing minimum wage-already loaded with mandated wage rates and their wage entitlements, but not for the usual benefits of regular employees. This practice led to the increasing phenomenon of casual employment as a significant presence in the industrial and government labor market (Sicat, 2007).

Contractual workers take different names across countries. They may be temporary employees, short-term employees, contingent workers, fixed-term employees, or temporary workers. Nevertheless, in the Philippines, they are commonly known as contractual workers who rendered and performed different functions in different industries.

Business researchers have conducted a tremendous amount of research on short-term employment impacts on organizations. Several studies have shown that short-term employment affected the organization's productivity since a lot of time and effort was used in training new employees as the turnover was high (Wandera, 2013).

Short-term employment grew significantly over the last decade, accounting for 10 percent of net employment growth in the United States during the 1990s. Evidence from case studies and business surveys suggests dramatic growth in outsourcing functions to contract companies (Houseman, 2001).

Also, many companies in the country have resorted to hiring employees on a contractual basis, even if the task requires them to do the regular work done in the company, thereby depriving the employees of security of tenure and undermining their opportunity for long-term employment. Also, many companies resort to labor contracting and/or contractualization of workers to avoid regularizing these workers and reduce employment costs by not paying the benefits due to regular employees (Congressional Policy and Budget Research Department). Hence, business luminaries, especially in small and medium

enterprises, need to shed some light on the impact of short-term employment or contractual job on employees' performance and the firm's performance in general.

Over the years, Mandaue City has been one of the ideal workplaces in terms of employment. This city is known as the industrial hub of Cebu, where different types of businesses operate like manufacturing plants, real estate, shipping, warehousing, port operations, utility services, space leasing, freight forwarders, custom brokerage, trucking, courier services, and restaurants. The size of these business entities varies in size, but the most predominant is the small and medium enterprises that utilize contractual workers to perform specific jobs that are seasonal. Usually, they hire more contractual workers during peak seasons of their businesses to augment the need for their workforce. Consequently, the employers will end the contracts with these employees during regular days when the upsurge or elevation of needs in their respective business activities passes and the workforce is no longer necessary. This study is undertaken to examine the perception or experiences of these short-term employment or contractual workers in small or medium industries in Mandaue City.

Due to the continuous adoption of contractual employees in some small and medium enterprises, particularly in Mandaue City, such as in the manufacturing, logistics, warehousing, inventory management, real estate, freight, and forwarding business entities, the proponent has noticed a rapid increase in the numbers of business establishments engaged in contractual employment in SMEs.

As a previous contractual employees in the different small and medium enterprises, particularly in a logistics entity in Mandaue City, the researchers had observed and experienced the economic and psychological problems endured by thousands of employees whose income cannot be predicted for a more extended period. Thereby, the investigator intends to address the lingering social oppression in terms of the economic insecurities of contractual employees. Although there is a favorable impact of the resort of such contractual



employees, especially on the management side, there will be another undesirable in terms of the employment status of their concerned contractual employees. Hence, this study aims to discover the experiences of the management and contractual workers of small and medium-sized enterprises. Out of the results, the researchers intend to present suggestions to improve labor-management relations between the contractual workers and employers of small and medium-sized industries operating in Mandaue, Cebu, since the implications are helpful to provide recommendations for the managers in improving management plans for their daily operations. Consequently, the outcome expects to offer a quick way to resolve issues between the employer and employee concerning the use of contractual employees. Thus, the implications to practice would also benefit the Small and Medium Enterprise (SME) Development Council in guiding strategic policy, the Cebu Chamber of Commerce in ensuring the harmonious relationship of both business management and the employees, and the Department of Labor and Employment. Their agency tasks to oversee the positive side or beneficial facet of employees.

OBJECTIVES OF THE STUDY

This study explored the business classification of the employers and employees of small and medium-sized enterprises (SMEs) in Mandaue City, Cebu, on a short-term employment contract, C.Y. 2022. Specifically, this study sought to answer the profile of small and medium-sized enterprises (SMEs) in terms of the number of employees, nature of the business activity, goods and services, amount of assets, and target market.

METHODOLOGY

This study utilized quantitative data that pertains to the description of the small and medium-sized enterprises in Mandaue City. This investigation was undertaken in Mandaue City, Cebu, situated right at the heart of the Province of Cebu. The City of Mandaue is one of the two

highly urbanized cities in Central Visayas, next to the City of Cebu. The city is strategically located and is ten minutes away from any of the significant economic growth points within the inner core of the Metropolitan Cebu Area. The researchers secured permission to conduct the study from the administrative officers of small and medium-sized enterprises (SMEs).

Using the purposive sampling technique, the respondents of this study were the ten (10) representatives of the small and medium-sized enterprises in Mandaue City, Cebu either the top-level managers (President or Chief Operating Officer (CEO), middle managers, Human Resource (HR) manager, administrative officers, operations managers in the selected eighteen (18) small or medium-sized enterprises (SMEs) in Mandaue City. The questionnaire pertains to the profile of the small and medium-sized enterprises (SMEs) in terms of the number of employees, nature of the business activity, goods and services offered, amount of assets, and target market.

The Frequency count and simple percentage were computed to analyze the data about the profile of the small and medium-sized enterprises (SMEs) industries in terms of the number of employees, nature of the business activity, goods and services offered, amount of assets, and target market.

RESULTS AND DISCUSSION

This section relates to the profile of the small and medium-sized enterprises (SMEs) in Mandaue City regarding the number of employees, nature of the business activity, goods and services offered, amount of assets, and their respective target markets.

1. Profile of the Small and Medium-Sized Enterprises

This part shows the data profile of small and medium-sized enterprises (SMEs) in Mandaue City regarding the number of employees, nature of the business activity, goods and services offered, amount of assets, and their respective target markets. Table 1 shows the data.



Table 1
Profile of the Small and Medium-Sized Enterprises
[n = 18]

Profile Indicators	Frequency	Percentage
I. Number of Employees		
10 - 99 [Small Enterprise]	13	72.22
100 - 249 [Medium-Sized Enterprise]	5	27.78
Mean: 46.56		
StDev: 42.14		
II. Nature of Business Activity		
Logistics & Warehousing	3	16.67
Trading	3	16.67
Trading & Services	2	11.11
Real Estate	2	11.11
Customs Brokerage	1	5.56
Freight Forwarding	1	5.56
Logistics	1	5.56
Logistic and Freight Forwarding	1	5.56
Manufacturing	1	5.56
School	1	5.56
Transportation	1	5.56
Travel Services	1	5.56
III. Goods and Services Offered		
Construction supplies	2	11.11
Real estate	2	11.11
Air & Sea Freight Forwarding, Trucking, Household Removals, Warehousing and Inventory Management, Courier Services, Door to Door Delivery	2	11.11
Brokerage	1	5.56
Coated wire products	1	5.56
Food and Beverage/warehousing services, Inventory Management	1	5.56
Freight Services	1	5.56
Frozen products, grocery items/storage services, Inventory Management	1	5.56
Generator sets and parts	1	5.56
Logistics/packages	1	5.56
Pipes	1	5.56
Plywood	1	5.56
School services	1	5.56
Transport	1	5.56
Travel Services	1	5.56
IV. Amount of Assets [in million pesos]		
Php3,000,000.00-Php15,000,000.00	13	72.22
Php15,000,001.00-Php100,000,000.00	5	27.78
Mean: 19.6 M		
StDev: 17.8M		
V. Target Market		
Logistics and Warehousing	3	16.67
Trading	3	16.67
Real Estate	2	11.11
Trading and Services	2	11.11
Customs Brokerage	1	5.56
Freight Forwarding	1	5.56
Logistics	1	5.56
Logistics and Freight Forwarding	1	5.56
Manufacturing	1	5.56
School	1	5.56
Transportation	1	5.56
Travel Agency	1	5.56

The data contained in table 1 shows that out of the eighteen (18) small and medium-sized establishments in the selected barangays in Mandaue City, thirteen (13), or equivalent to 72.22 % employed 10-99 employees. It can be noted that these are small enterprises. At the same time, five (5) medium-sized enterprises employed 100-249 employees. This data denotes that most of the small-scale business entities in the industrial city of Cebu provided jobs to less than 100 people.

The Philippines used two definitions of small and medium enterprises (SMEs): one based on the number of employees and another based on asset size (excluding land). Micro enterprises are firms with less than ten (10) employees or asset sizes of up to Php3 million (around USD60,000). Small businesses have 10 to 99 employees or asset sizes of more than Php3 million to Php15 million (around USD 300 thousand). A business is classified as a medium if there are 100-199 employees or owned assets greater than Php15 million to Php100 million (around USD 2 million). A firm is considered significant if at least 200 employees and an asset size greater than Php100 million (Department of Trade and Industry, 2019).

In terms of the nature of the business activity, three (3) small and medium-sized enterprises operating in the selected barangays in Mandaue City were engaged in logistics and warehousing business, while another three (3), consisting of 16.67%, were engaged in trading. It can be noted that one of the barangays covered in this study is located in the North Reclamation pier area. There was an ideal place for the forwarding and warehousing businesses.

On the other hand, other small and medium-sized businesses in Mandaue City were engaged in various business activities such as customs brokerage (5.56%), freight forwarding 5.56%), logistics (5.56%), manufacturing (5.56%), school (5.56%), transportation (5.56%), and travel agency (5.56%). This data shows that different business entities operated in Mandaue City, Cebu, in which the nature of the activity is related to one another like customs brokerage, logistics, freight forwarding warehousing, and transportation. This data explains why these entities operate in a place that is accessible to one another.

Micro small and medium enterprises MSMEs must be a business activity within the major sectors of the economy, namely: industry, trade, and services, including the practice of one's profession, the operation of tourism-related establishments, and agri-business, which for purposes of Republic Act (R.A.) 6977 refers to any business activity involving the manufacturing, processing, and/or production of agricultural produce.

Concerning goods and services offered, the data in table 1 shows that out of the eighteen (18) small and medium-sized establishments in the selected barangays in Mandaue City, two (2) or equivalent to 16.67% were selling construction supplies, while another two (2), also consisting of 16.67%, were into real estate business. Also, two (2), comprising another 16.67%, provided air and sea freight forwarding, trucking, household removals, warehousing, inventory management, courier services, and door-to-door delivery services (5.56%). The rest of the small and medium enterprises (SMEs) offered brokerage services (5.56%), freight services (5.56%), school services (5.56%), transport, and travel services (5.56%). In addition, other SMEs sell coated wire products (5.56%), foods and beverage products (5.56%), frozen products and grocery items/storage services (5.56%), generator sets and parts (5.56%), logistics/packages (5.56%), pipes (5.56%), and plywood (5.56%). The data shows that the SMEs in the abovementioned area offered a wide variety of services and industrial and consumer items.

Most of the manufactured products in the SME sector include wood products, textile products, metal fabrication, food processing, light engineering leather products, handicrafts, ceramics, and others. The service sector includes simple building construction, passenger and goods transport restaurants, cleaning services, hair salons and barbershops, telecommunication services, and business centers. The trading sector is concentrated on agricultural inputs and produces industrial products and consumable products. The nature of businesses in the services sector totals seven, i.e., restaurants and food production, financial services, passengers and goods transport, cleaning services, building, construction, and many more (Nuwagaba, 2015).

Regarding the number of assets, the results show that thirteen (13), comprising 72.22% of the small enterprises owned assets ranging from Php3,000,000.00 to Php15,000,00.00, while the remaining five (5) (27.78%), medium-sized business entities owned assets valued at Php15,000,000.00 to Php100,000.00. The average assets owned among the eighteen (18) SMEs was Php19,600,000.00 with a standard deviation of Php17,800,000.00 worth of assets.

In the aspect of the target market, there were three (3), consisting of (16.67%) small and medium enterprises providing goods and services to the logistics and warehousing business, while another three (3), comprising also 16.67%, deal with the trading business entities. At the same time, other SMEs offered goods and services to businesses entities engaged in customs brokerage (5.56%), freight forwarding (5.56%), logistics (5.56%), logistics and freight forwarding (5.56%), manufacturing (5.56%), school (5.56%), transportation (5.56%), and travel agency (5.56%). It can be gleaned that these business entities are into business-to-business (B2B) transactions.

Any organization or firm actively involved in the transaction of goods and services to the consumers/end users is known as a business. As the name suggests, "business-to-business marketing" (B2-B marketing) refers to the exchange of either goods or services or both between two businesses (organization/firm). Business-to-business marketing, also known as industrial marketing, involves the sale of goods and services by one organization to the other, which either further sells them to the consumers or uses them to support their system. In layman's language business to business, marketing is nothing but the transaction of goods and services between businesses/organizations/firms. Transaction between a manufacturer and a wholesaler often comes under business-to-business marketing.

2. Goods and Services and Business Classification of the SMSE Industry

Table 2 shows the classification of small and medium-sized enterprises (SMEs) in the selected



barangays in terms of size, goods and services offered, and target market.

Table 2
Goods and Services and Business Classification of the SMSE Industry [n = 18]

Indicators	Medium-Sized Enterprise [n = 5]		Small Enterprise [n = 13]		Aggregate [n = 18]	
	f	%	f	%	f	%
Goods and Services						
Air & Sea Freight Forwarding	1	20.00	0	0.00	1	5.56
Brokerage	0	0.00	1	7.69	1	5.56
Coated Wire	0	0.00	1	7.69	1	5.56
Products						
Construction Supplies	0	0.00	2	15.38	2	11.11
Food & Beverage / Warehousing	1	20.00	0	0.00	1	5.56
Freight Services	0	0.00	1	7.69	1	5.56
Frozen Products	1	20.00	0	0.00	1	5.56
Generator Sets and Parts	1	20.00	0	0.00	1	5.56
Logistics	0	0.00	1	7.69	1	5.56
Pipes	0	0.00	1	7.69	1	5.56
Plywood	0	0.00	1	7.69	1	5.56
Real Estate	0	0.00	2	15.38	2	11.11
School Services	0	0.00	1	7.69	1	5.56
Transportation	0	0.00	1	7.69	1	5.56
Travel Services	0	0.00	1	7.69	1	5.56
Manufacturing	1	20.00	0	0.00	1	5.56
Target Market						
Business Owners	0	0.00	2	15.38	2	11.11
Commuters	0	0.00	1	7.69	1	5.56
Construction Companies	0	0.00	4	30.77	4	22.22
Foreigners	0	0.00	1	7.69	1	5.56
General Public, SMEs Businesses	1	20.00	0	0.00	1	5.56
Hotels and Malls	1	20.00	0	0.00	1	5.56
Importers	0	0.00	1	7.69	1	5.56
Overseas	0	0.00	1	7.69	1	5.56
Workers						
Pre-school & High School Students	0	0.00	1	7.69	1	5.56
Public Markets	0	0.00	1	7.69	1	5.56
Supermarkets	3	60.00	0	0.00	3	16.67
Trucking Companies	0	0.00	1	7.69	1	5.56

The data contained in table 2 shows that out of the eighteen (18) small and medium-sized enterprises in the selected barangays in Mandaue City, two (2) or equivalent to 11.11% of small enterprises sell construction supplies, while

another two (2), comprising of 11.11% small enterprises offers real estate products.

Moreover, there was only one (1) medium-sized enterprise that offers air, and sea freight forwarding services, another one (1) sells food and beverage products and warehousing services, another one (1) sells frozen products, one (1) sells generator sets and parts, and another was into manufacturing.

In addition, there were two (2), comprising 7.69% of the small enterprises that sell construction supplies, and another two (2) entities (7.69%) that were engaged in the real estate business. The other small enterprises provided brokerage, freight, logistics, school, transportation, and travel services. At the same time, there were small business entities that coated wire products, pipes, and plywood products. It can be gleaned that there were fewer medium-sized enterprises than small entities. Also, these businesses offer both industrial and products, while others are into service-oriented business activities.

Further, of the eighteen (18) covered small and medium-sized enterprises, three (3), consisting of 60%, sell their products and services to supermarkets, while the target market of other small-medium sized enterprises was the general public SME businesses, hotels, and malls.

It can be noted that four (4) or equivalent to 30.77% provide their commodities to construction companies, while other small-sized enterprises catered to business owners, commuters, foreigners, importers, overseas workers, preschool and high school students, public markets, and trucking companies. It can be observed in the data that the target market of small businesses varied, from direct consumers to business entities.

The Supply Chain Management in Filipino SMEs posits that SMEs dominate business in the Philippines. To reach the domestic market, large organizations have no choice but to move the goods using distributors, wholesalers, and retailers. Retailing comes in different forms. This entity can be in the form of department stores (stand-alone or in malls), groceries, kiosks, home shopping, service stations, vending machines, direct selling through agents, sari-sari stores, and street hawkers or vendors. The need to satisfy the

customer needs to create a supply chain network among Philippine SMEs made it inevitable for us to adjust their supply chain management to deliver the goods to their final customers effectively. Close partnership with SMEs helped us to understand its market better. This leads to better profitability and sustainability for both SMEs and Los (Velasco, 2014).

Also, in the study of mini-size SMEs distribute the products to the ultimate customers in different ways. Some use common channels like distributors, wholesalers, and retailers. However, other distribution channels are also used where innovation is very much present. It is common for Filipino SMEs to employ agents to sell the product. These agents are given commissions for every sale they make. They are also the ones to collect the payments if ever a credit sale is given. A convenience store, locally termed a sari-sari store, is more commonly employed as a distribution channel. Large organizations in the Philippines rely on sari-sari stores to distribute their products to the ultimate customers. These stores can be found everywhere, in rural or urban areas. One food multinational company estimated that 75% of its total sales are generated at sari-sari stores.

CONCLUSIONS

There is a need to evaluate the performance of contractual employees and give motivation as part of post-performance recognition. "Best Employee of the Month" should be part of their monthly recognition to keep contractual employees motivated even though they are hired as short-term employees only.

RECOMMENDATIONS

There is a need to orient and conduct free training for the contractual employees to enhance their skills which would be beneficial not only for the company but also for the contractual employees. This should be done to capacitate them and enable them to acquire skills needed to fit the needs of the company and be also utilized for the activities within the organization that could be advantageous for the firm since the output of their gained knowledge will be in effect can create

a positive impact to the SMEs management. The management will also raise the benefits of the contractual employees as part of their reward system for a job well done.

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AUTHORS' PROFILE



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She is also active in research activities and had done research works in the university and

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