

Management and Public Service Delivery at Philippine Carabao Center - Mindanao Livestock Production Center

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ABSTRACT

This study evaluated the relationship between Contract of Service (COS) management practices and perceived efficiency in public service delivery at the Philippine Carabao Center-Mindanao Livestock Production Center (PCC-MLPC). Using a descriptive-correlational design, the study surveyed the institution's entire workforce of forty employees, including COS personnel and their direct supervisors.

Findings revealed that respondents generally reported high perceptions of recruitment fairness, supervisory support, motivation, and perceived job security, despite the temporary nature of COS employment. A notable paradox emerged, as respondents expressed a "Very High" perception of job security despite lacking legal tenure protections. This finding was interpreted in relation to transparent renewal communication, organizational culture, and the potential influence of social desirability bias in a small organizational setting.

Correlation analysis demonstrated statistically significant positive relationships between management factors and perceived service efficiency indicators. Training and Development showed the strongest positive association with Perceived Productivity and Performance ($r = 0.766$), while Motivation and Job Satisfaction showed the strongest positive correlation with Timeliness ($r = 0.711$).

The study concludes that perceived organizational support mechanisms are significantly associated with perceived service delivery efficiency among COS personnel. Nevertheless, the results are limited by the use of self-report data, the relatively small sample size, and the single-site design of the study.

The study recommends strengthening professional development opportunities, formalizing renewal communication systems, and integrating future research with objective institutional performance records to provide more robust evidence for policymaking.

Keywords: Contract of Service, Public Service Delivery, Efficiency, Job Security, Philippine Carabao Center

INTRODUCTION

Public service delivery is a crucial function of government institutions, ensuring that programs, services, and resources reach their intended beneficiaries effectively. Reyes (2021) notes that as people increasingly expect efficient, transparent, and responsive services, government agencies need to improve how they manage their human resources to keep up with these rising standards. One increasingly prevalent strategy in the Philippines to address staffing gaps and operational constraints is the use of Contract of Service (COS) workers.

According to the Civil Service Commission (CSC), Contract of Service (COS) arrangements involve hiring individuals for specific tasks or services within a defined period, without establishing an employer-employee relationship. This employment type is characterized by flexibility and cost-efficiency, allowing agencies to supplement their workforce amid restrictions on regular Plantilla positions (Mangaoang, 2021). However, such arrangements often lack security of tenure, benefits, and career progression opportunities, making them

precarious employment within the public sector (Mangaoang, 2021; Reyes, 2021).

The government is under increasing pressure to improve public service efficiency, defined as providing timely, high-quality, and cost-effective services (Boyne, 2003). The relationship between employment modality and service efficiency, a significant concern, has become a key area of study, as human resource structures have a significant impact on performance, morale, and institutional productivity.

This topic has gained critical urgency. As of June 30, 2023, there are 832,812 COS and Job Order (JO) workers in the Philippine government, a 22.90% increase from the previous year (Radio Television Malacañang, 2024). This study is also being conducted during a crucial policy window. The national transition period for agencies to re-evaluate their staffing and COS/JO engagement has been extended to December 31, 2025 (Commission on Audit & Department of Budget and Management, 2024; Radio Television Malacañang, 2024). This deadline, which coincides with the proposed completion date of this study, creates an environment of maximum job insecurity and makes this research exceptionally time-sensitive.

COS workers are often engaged in vital administrative, technical, and support functions but may face constraints in motivation and commitment due to their employment insecurity (Tungpalan et al., 2023). The Philippine Carabao Center-Mindanao Livestock Production Center (PCC-MLPC) is a regional implementing unit of the PCC-National Institute for Animal Sciences that promotes carabao-based enterprise development, dairy production, and livestock research. By virtue of Republic Act 7307, it is mandated to conserve, propagate, and promote the carabao as a source of milk, meat, draft power, and hide to benefit the rural farmers. To sustain its operations, PCC relies heavily on regular and COS workers who contribute to research, extension, and production activities (Tungpalan et al., 2023). Given their significant role in program implementation, it is crucial to examine whether and how COS workers influence the institution's capacity to deliver efficient public services.

While previous research indicated minimal evidence on performance implications, recent studies (Tungpalan et al., 2023) have begun to address this. In fact, a 2023 study by Tungpalan, M. R., et al. (2023) specifically investigated the link between organizational knowledge and the work performance of COS employees at the Philippine Carabao Center (PCC).

Therefore, this study defines a new, more nuanced research gap: While the Tungpalan, M. R., et al. (2023) study established a link between individual performance and organizational knowledge at the PCC, it did not investigate the impact of precarious employment factors (such as perceived job security, compensation inequity, and policy fairness) on organizational-level public service efficiency metrics (timeliness, cost-effectiveness, and quality of output). This study fills that gap by moving beyond individual Human Resources (HR) performance to analyze the organizational efficiency of service delivery, using a more robust theoretical lens to explain the mechanism by which precarity impacts these efficiency outcomes.

Thus, this study aims to evaluate the impact of COS workers on the efficiency of public service delivery at PCC-MLPC.

By analyzing the contributions, challenges, and performance outcomes of COS workers, the study aims to generate evidence-based insights that inform policy reforms on workforce deployment, institutional management, and service quality enhancement in the Philippine public sector.

Theoretical Framework

This study is based on the Human Capital Theory, Motivation-Hygiene Theory, Systems Theory, Psychological Contract Theory, and New Public Management (NPM) Theory, which collectively explain how employment arrangements and organizational practices affect the efficiency of public service delivery.

The Human Capital Theory, as proposed by Becker (1964), emphasizes that employees' skills, knowledge, and competencies are crucial to organizational productivity. Institutions increase efficiency by investing in human resources through motivation, training, and equitable treatment. According to the theory presented in this study,

if the capabilities of COS workers are appropriately developed and utilized, they can also make a significant contribution to service efficiency.

The Motivation-Hygiene Theory, developed by Herzberg, Mausner, and Snyderman (1959), distinguishes between hygiene factors (such as job security and compensation) and motivators (including achievement and recognition). According to this theory, COS workers can still function effectively even if their jobs are not stable, provided they are motivated by their work, receive recognition, and have supportive managers.

According to Bertalanffy's Systems Theory (1968), organizations are interdependent systems in which changes to one component impact the entire system. The theory emphasizes the importance of successfully integrating COS workers into the institutional framework to ensure efficiency and coordination.

This framework is further strengthened by Psychological Contract Theory (PCT), as conceptualized by Rousseau (1989). PCT refers to the unwritten expectations and obligations that exist between an employee and an organization regarding job security, rewards, and work conditions. The core tension of COS work is a potential breach of this psychological contract. COS workers often do similar jobs as regular employees but are denied their security and benefits (House Bill No. 2536, 2022; Supreme Court of the Philippines, 2024). This study's independent variables (job security, compensation) are the central components of a psychological contract. PCT offers a clear framework for understanding how perceived inequity and unmet expectations affect COS worker motivation and service efficiency.

Likewise, the New Public Management Theory (Hood, 1991) emphasizes the importance of public institutions being flexible, accountable, and performance-based, which aligns with the government's use of COS employment to enhance operational efficiency. Together, these theories suggest that efficiency in public service delivery at the PCC-MLPC depends on how the institution develops, motivates, and integrates its COS workers (under the terms of their psychological contract) while maintaining accountability and performance standards.

Conceptual Framework

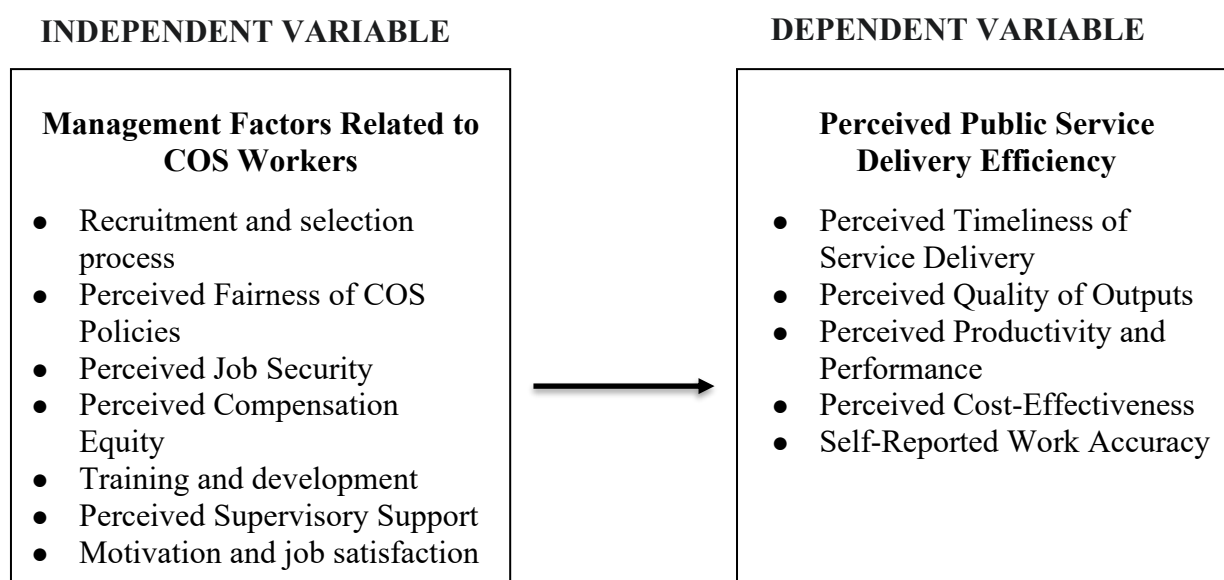


Figure 1. Conceptual Paradigm of the Study

The study examines the relationship between factors affecting Contract of Service (COS) workers and the efficiency of public service delivery at the Philippine Carabao Center-Mindanao Livestock Production Center (PCC-MLPC). The relationship of the variables in this study is shown in Figure 1.

The independent variable of the study is Contract of Service workers, which includes sub-variables such as recruitment and selection process, perceived fairness of COS policies, perceived job security, perceived compensation equity, training and development, perceived supervisory support, and motivation and job

satisfaction. These dimensions represent how COS workers are managed and supported within the organization.

The dependent variable is the efficiency of public service delivery, which can be measured through indicators such as the perceived timeliness of service delivery, perceived quality of outputs, perceived productivity and performance, perceived cost-effectiveness, and the self-reported error rate (perceived work accuracy). These dimensions indicate both the quality of service provided to the public and the efficiency of internal work processes at PCC-MLPC.

Statement of the Problem

This study evaluated the management and public service delivery at PCC-MLPC. Specifically, it sought to answer the following questions:

1. What are the management factors of the participants in terms of:
 - 1.1 Recruitment and selection process?
 - 1.2 Perceived fairness of COS policies?
 - 1.3 Perceived job security?
 - 1.4 Perceived compensation equity?
 - 1.5 Training and development?
 - 1.6 Perceived supervisory support?
 - 1.7 Motivation and job satisfaction?
2. What is the service delivery of the participants as measured in terms of:
 - 2.1 Perceived timeliness?
 - 2.2 Perceived quality of outputs?
 - 2.3 Perceived productivity performance?
 - 2.4 Perceived cost-effectiveness?
 - 2.5 Perceived work accuracy?
3. Is there a significant relationship between 1 and 2?

Hypothesis

Based on the Statement of the Problem, the following hypotheses are formulated:

Ho (Null Hypothesis):

There is no significant relationship between the composite measure of COS management factors (recruitment process, perceived policy fairness, perceived job security, perceived compensation equity, training, supervisory support, and motivation) and the composite measure of perceived public service delivery efficiency (timeliness, quality, productivity, cost-effectiveness, and accuracy) at the PCC-MLPC.

Ha (Alternative Hypothesis):

There is a significant relationship between the composite measure of COS management factors and the

composite measure of perceived public service delivery efficiency at the PCC-MLPC.

Significance of the Study

The findings of this study are expected to benefit several stakeholders, including PCC-MLPC management, government agencies and policymakers, employees and human resource practitioners, the academic community, and the general public.

For the Management of PCC-MLPC

The research results will enable management to assess the efficacy of its current staffing plans and identify areas that require development to maximize employee performance.

For Government Agencies and Policymakers

This research will serve as a reference for government policymakers in formulating policies that ensure a fair, efficient, and sustainable use of COS employment. It can contribute to refining labor regulations, employment standards, and performance evaluation systems to strike a balance between flexibility and public accountability, as well as service quality.

For Employees and Human Resource Practitioners

The study will illuminate the challenges and opportunities faced by COS workers in the public sector, providing HR practitioners with empirical data to design better incentive systems, professional development programs, and equitable workplace policies. It will also help COS employees understand their role and value, promoting engagement and professional growth.

For the Academic Community

This study contributes to the growing body of knowledge on organizational behavior, human resource management, and public administration within the context of the Philippine government. It provides factual data on how employment arrangements impact institutional effectiveness, serving as a foundation for further scholarly research and cross-institutional comparisons.

For the General Public

This study will benefit the public, which benefits government services. By determining how to increase service efficiency through effective workforce management, the study advances the general objective of enhancing the responsiveness, accountability, and transparency of public service delivery, which are essential components of good governance.

Scope and Delimitation of the Study

Several methodological limitations had to be acknowledged in interpreting the findings of this study.

First, the study relied exclusively on self-report survey data collected from a single respondent group. Because both the independent and dependent variables were measured using the same instrument and source, the findings may be influenced by common method bias. Respondents may have provided internally consistent responses across variables, thereby inflating the observed correlations.

Second, the study involved a relatively small sample of 40 respondents from a single institutional site. While total enumeration was used, the limited sample size reduces the analysis's statistical power and widens the confidence intervals around the reported correlation coefficients. Consequently, caution must be exercised when interpreting the strength and stability of the relationships observed.

Third, the single-site design limits the generalizability of the findings. PCC-MLPC possesses unique

organizational, geographic, and managerial characteristics that may not reflect the conditions of other Philippine Carabao Center units or public institutions.

Fourth, social desirability bias may have affected responses. In a small organizational setting where contract renewals are influenced by management, respondents may have been reluctant to provide strongly negative evaluations despite assurances of confidentiality.

Finally, the descriptive-correlational and cross-sectional design prevents causal interpretation. The findings demonstrate statistical associations between variables but cannot establish directionality or causation.

Definition of Terms

The following terms were defined operationally.

Contract of Service (COS). Refers to a work arrangement wherein a government agency engages an individual through a contract to perform specific jobs or services within a given period, without an employer-employee relationship as defined by civil service rules.

Efficiency. The degree to which resources (time, workforce, budget) are used effectively to deliver outputs. This may be measured through timeliness, productivity, and cost-effectiveness.

Government Institutions. These are organizations and structures established by a government to implement public policy, provide services, and maintain order within society.

Impact. The measurable outcomes or influence resulting from hiring contract of service workers, particularly in relation to service delivery performance, efficiency, and organizational effectiveness.

Job Security. This refers to the guarantee that an employee can expect to keep their current employment for the foreseeable future.

Management. The process of coordinating resources and tasks through planning, organizing, leading, and controlling to achieve specific goals efficiently applies to both the functions and the people who direct an organization's efforts

Motivation. It refers to the willingness of the COS workers to perform their duties efficiently, as influenced by recognition, supervision, and work environment.

Philippine Carabao Center-Mindanao Livestock Production Center (PCC-MLPC). Attached agency of the Department of Agriculture that is mandated to conserve, propagate, and promote the carabao as a source of milk, meat, draft power, and hide to benefit the rural farmers.

Productivity. It indicates how effectively resources are used to achieve goals through streamlining processes, leveraging technology, and managing time effectively.

Public Service Delivery. It is a process by which governments and public entities deliver essential services to citizens. It entails managing government agencies to properly provide these services, with a growing emphasis on efficiency and public satisfaction.

Service Quality. The satisfaction level of stakeholders with the timeliness, accuracy, and effectiveness of services delivered.

Training and Development. This refers to the process of enhancing employees' knowledge, skills, and talents to improve their current job performance and prepare them for future responsibilities.

REVIEW OF RELATED LITERATURE

Recruitment and Selection Practices in Public Service

Studies on recruitment and selection consistently emphasize the importance of merit-based hiring in promoting institutional efficiency. Breugh (2013) argued that effective recruitment contributes to stronger person-job fit and higher organizational performance. Similarly, Taylor and Collins (2000) noted that strategic recruitment enhances employee retention and operational efficiency.

Within the Philippine public sector, Dela Peña (2020) observed that bureaucratic delays and subjective hiring practices can weaken workforce quality and public trust. Vandenabeele (2007) further explained that transparent and competency-based recruitment systems contribute positively to employee performance and organizational legitimacy.

Collectively, these studies suggest that transparent recruitment processes are associated with stronger employee commitment and improved service outcomes. However, little attention has been given to how these dynamics operate among Contract of Service (COS) workers in government institutions. This study contributes to this discussion by examining how perceptions of recruitment fairness among COS personnel relate to perceived service delivery efficiency.

Job Security and Psychological Contract

Research on contractual employment frequently highlights the relationship between job insecurity and employee attitudes. Greenhalgh and Rosenblatt (1984) described job insecurity as the perceived threat of losing employment, often associated with anxiety and reduced motivation. De Cuyper and De Witte (2006) found that employees under insecure contracts tend to demonstrate lower organizational commitment and higher turnover intentions.

In the Philippine context, Alvarado (2019) reported that insecurity among COS workers is associated with reduced morale and lower organizational attachment. Pineda and Castillo (2022) similarly found that stability in employment arrangements is associated with better attendance and work performance in public institutions.

At the same time, Psychological Contract Theory suggests that perceptions of fairness, communication, and managerial support can shape how employees interpret insecure work arrangements (Rousseau, 1989). The existing literature, therefore, presents a tension between formal insecurity and perceived organizational support.

This study extends the conversation by examining the paradoxical finding that COS workers at PCC-MLPC report high perceived job security despite objectively temporary contracts.

Compensation, Equity, and Employee Motivation

Compensation and equity have long been associated with employee satisfaction and organizational performance. Shields (2007) argued that fair compensation systems encourage stronger work commitment, while Bloom and Michel (2002) found that compensation equity is associated with improved retention.

Local studies likewise show that disparities between COS and regular employees can influence morale. Reyes (2021) identified unequal benefits and wage structures as a source of dissatisfaction among COS workers in government agencies. Bautista (2020) also emphasized the importance of non-monetary rewards such as recognition and professional development.

These studies collectively suggest that both monetary and symbolic forms of recognition shape employee perceptions of fairness and organizational commitment. This study contributes to the literature by examining how perceived compensation equity among COS workers relates to service delivery efficiency indicators.

Training, Supervisory Support, and Productivity

Training and leadership are frequently identified as critical organizational supports. Noe (2017) argued that continuous learning enhances employee competence, while Salas et al. (2012) demonstrated that training is associated with fewer operational errors and stronger productivity.

Research in Philippine public institutions similarly indicates that development opportunities are linked with improved accountability and work efficiency (De Guzman, 2020). However, Mangaoang (2021) noted that COS workers often receive fewer professional development opportunities than regular employees.

Leadership studies further suggest that supportive supervision contributes to motivation and organizational commitment. Yukl (2013) associated supportive leadership with improved job satisfaction, while Villanueva (2020) found that constructive feedback positively influences motivation among contract workers in the Philippine public sector.

Together, these findings indicate that training and supervisory support are important organizational resources that may shape perceived efficiency outcomes among COS personnel. This study situates itself within this body of literature by examining how these management factors correlate with timeliness, productivity, quality, and work accuracy

RESEARCH METHODOLOGY

This chapter outlines the methodologies and procedures used in the study. It covers research design, study locale, population and sampling design, research instrument, reliability and validity, data gathering procedures, ethical considerations, data gathering procedures, and the statistical tools employed.

Research Design

The study employed the quantitative research design following a descriptive-correlational approach. The descriptive component was utilized to determine the demographic profile of the respondents, the level of management factors (recruitment, fairness, security, etc.), and the extent of perceived efficiency in public service delivery at the PCC-MLPC. The correlational component examined the significant relationships between these management factors and the efficiency of public service delivery.

This design was appropriate because it describes existing conditions and identifies associations between variables without manipulating the study environment, ensuring that the results reflect the existing realities of Contract of Service (COS) arrangements in the organization.

Locale of the Study

The study was conducted at the Philippine Carabao Center-Mindanao Livestock Production Center (PCC-MLPC), located in Kalawit, Zamboanga del Norte. Mandated by Republic Act 7307, PCC-MLPC is a regional center in Mindanao, primarily responsible for increasing the carabao population, conducting research and development, and implementing livestock production programs. This setting was selected because of its substantial reliance on COS workers who play crucial roles in research, technical, administrative, and support functions.

Population and Sampling Design

The study utilized a **Total Enumeration** method (also known as Universal Sampling). No sampling formula was applied as the researcher surveyed the entire target population of forty (40) personnel, including all COS workers and their direct supervisors, to ensure 100% data accuracy and capture the complete organizational perspective. The official list of respondents was secured from the Human Resources section.

Contextual Profile of Respondents

To establish the context of the study population, the following profile was utilized based on the collected data presented in Table 1.

Table 1. Demographic Profile of the Respondents

Profile		F	%
Age group	20-29	6	15.0
	30-39	15	37.5
	40-49	10	25.0
	50-59	8	20.0
	60 above	1	2.5
Sex	Male	25	62.5
	Female	15	37.5
Civil status	Single	11	27.5
	Married	26	65.0
	Widow	1	2.5
	Separated	2	5.0
Educational Attainment	Elementary Level	12	30.0
	High School Level	9	22.5
	Vocational	1	2.5
	College Level	7	17.5
	College Graduate	11	27.5
	MS	0	0.0
	PhD	0	0.0
Length of Service	Less than 1 year	3	7.5
	1-3 years	7	17.5
	4-6 years	12	30.0
	7-9 years	7	17.5
	Above 9 yrs	11	27.5
Employment Status	Regular	8	20.0

	COS	32	80.0
Career Eligibility	Yes	9	22.5
	No	31	77.5
Job Category	Technical	9	22.5
	Admin	6	15.0
	Farm Worker/ Utility	21	52.5
	Extension	4	10.0

The demographic profile of the respondents (N = 40) reveals a workforce characterized by strong institutional stability despite profound structural vulnerability. The agency operates on a starkly "inverted pyramid" staffing model, relying heavily on temporary personnel. An overwhelming 80% of the workforce are Contract of Service (COS) workers, and 77.5% lack career service eligibility. This creates a class of "permanent employment contract" who are structurally barred from regularization. Despite this legal precarity, the workforce remains exceptionally stable; 27.5% of workers have served for over nine years, providing the essential institutional memory required for operational continuity.

The workforce is predominantly male (62.5%) and in its prime, with 37.5% falling within the 30–39 age bracket. This distribution ensures the physical capacity required for intensive farm production and carabao management. However, family obligations heavily weigh on these employees, as 65% are married. In an economically challenged region like Zamboanga del Norte, a single COS position often sustains an entire household, acting as a powerful anchor for retention despite the structural lack of tenure. Conversely, a critical sub-segment faces an urgent transition: the 20% of workers aged 50–59 confront imminent retirement insecurity because their COS status excludes them from GSIS pension benefits.

Ultimately, the agency's operational continuity relies on behavioral rather than legal safeguards. In a notable departure from broader labor trends observed by Alvarado (2019), the "close-knit culture of Kalawit" has established a powerful de facto tenure. The combination of a "family-like" support system and a history of routine contract renewals demonstrates that a robust "Psychological Contract" can effectively substitute for formal legal protections. However, this security remains fundamentally fragile and behavioral; it is anchored in the current director's proactive management style rather than institutionalized by law.

Inclusion and Exclusion Criteria

To define the eligibility of the respondents, the following criteria were observed:

- Inclusion Criteria:** Personnel officially assigned to PCC-MLPC during the data collection period who were directly involved in research, technical, administrative, or support functions related to service delivery.
- Exclusion Criteria:** Personnel who were on official leave throughout the data collection period and non-payroll consultants.

Research Instrument

The primary instrument used was a researcher-developed structured survey questionnaire designed to collect quantitative data aligned with the specific objectives of the study.

- Part I gathered the socio-demographic profile of the respondents.
- Part II assessed the Management Factors (recruitment, fairness, security, compensation, training, support, and motivation) using a Likert scale.

3. Part III evaluated the Perceived Efficiency of Public Service Delivery (timeliness, quality, productivity, cost-effectiveness, and accuracy) using a Likert scale.

Reliability and Validity

To ensure accuracy, three experts (an adviser, an Admin Officer, and an HR practitioner) validated the survey questionnaire for content validity. To determine reliability, a pilot test was conducted among non-respondents with comparable characteristics. The reliability of the instrument was assessed using Cronbach's Alpha (see Table 2) through the Statistical Package for the Social Sciences (SPSS), which measures the internal consistency of the questionnaire items. As cited by Glen (2022), a commonly accepted rule of thumb for interpreting Cronbach's Alpha applies to both dichotomous items and Likert-scale questions. The analysis resulted in a score of 0.94, indicating "Excellent" internal consistency.

Table 2. Cronbach's Alpha Value

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Data Gathering Procedure

The primary instrument used in this study was a structured survey questionnaire produced by the researcher to collect quantitative data related to the research objectives. The questionnaire assessed employees' attitudes on Contract of Service (COS) workers and their impact on the efficiency of public service delivery at the Philippine Carabao Center-Mindanao Livestock Production Center.

The procedure involved three distinct phases:

1. **Pre-data gathering:** The researcher obtained formal permission from PCC-MLPC management via an official request letter. Upon approval, the purpose, scope, and procedures of the study were explained to potential participants. Informed consent was secured through signed forms outlining study objectives, voluntary participation, and assurances of confidentiality.
2. **Data gathering:** The researcher personally distributed the questionnaires, clarified instructions, and allowed respondents sufficient time to complete them without pressure. Completed forms were checked for consistency and completeness.
3. **Post-data gathering:** Responses were organized, encoded, and tabulated for analysis. Raw data were securely stored – hard copies in a locked cabinet and electronic files in a password-protected, encrypted device. In compliance with ethical standards, electronic files were deleted and hard copies incinerated upon the study's completion.

Prior to the conduct of the study, formal permission was obtained from the PCC-MLPC management through an official request letter. Upon approval, the researcher initiated the pre-data gathering phase, during which the purpose, scope, and procedures of the study were explained to potential participants.

Before questionnaires were distributed, informed consent was secured by providing respondents with consent forms outlining the study objectives, voluntary participation, expected duration, possible risks and benefits, and assurances of confidentiality and anonymity. Only respondents who voluntarily agreed and signed the consent form participated in the survey.

During the data gathering phase, the researcher personally distributed the questionnaires, clarified instructions, and allowed respondents sufficient time to complete the forms without pressure or influence. Completed questionnaires were collected and checked for completeness and consistency.

After data collection, the post-data gathering phase involved organizing, encoding, and tabulating the responses for statistical analysis. All raw data, in both hard and electronic formats, were securely stored. Hard copies were kept in a locked cabinet accessible only to the researcher, while electronic files were password-protected and stored in an encrypted device.

In compliance with ethical standards and the Data Privacy Act of 2012, the collected data were used exclusively for academic purposes and were not shared with unauthorized individuals. Upon completion and submission of the final research output, all data were permanently disposed of. Electronic files were deleted, and hard copies were incinerated to ensure complete confidentiality.

Ethical Consideration

The study strictly adhered to ethical standards to protect the rights and welfare of all participants. Permission was secured from PCC-MLPC management via a formal request letter. Participation was entirely voluntary, and respondents provided informed consent through a signed form detailing objectives and data protection measures. Confidentiality and anonymity were maintained in compliance with the Data Privacy Act of 2012 (Republic Act No. 10173). Data were used solely for academic purposes and were protected against unauthorized access. The researcher ensured that no fabrication, falsification, or misrepresentation occurred during the data collection, analysis, and reporting phases.

Furthermore, the study was reviewed by the Research Ethics Committee (REC) to ensure adherence to ethical principles and to safeguard the rights and welfare of the participants.

Statistical Tools

The collected data were encoded, validated, and analyzed using the Statistical Package for the Social Sciences (SPSS). The statistical tools were aligned with the Statement of the Problem (SOP).

1. SOP 1 (Socio-demographic profile): Frequency counts and percentages.
2. SOP 2 & 3 (COS Management & Service Delivery): Mean and standard deviation to determine levels based on Likert-scale responses.
3. SOP 4 (Relationships): Pearson Product-Moment Correlation (Pearson's r) to determine the strength and direction of relationships between variables. Spearman's Rank-Order Correlation (Spearman's ρ) was utilized as a non-parametric alternative if the assumption of normality was **not met**.

RESULTS AND DISCUSSION

This chapter presents the analysis and interpretation of the data collected from the PCC-MLPC respondents. The discussion addresses the specific problems raised in the study and examines the relationship between Contract of Service (COS) management factors and perceived efficiency in public service delivery.

Part I. Assessment of COS Management Factors

Table 3. Recruitment & Selection Process

Statement	Mean	Description
The recruitment process for COS workers is transparent and fair.	4.08	High
Selection is based on qualifications and competencies.	3.98	High
Applicants are informed of the hiring results promptly.	4.25	High
The recruitment process follows standardized procedures.	4.00	High
Recruitment ensures that the best candidates are hired.	3.88	High

Legend: 4.51 – 5.00 = Strongly Agree - Very High

3.51 – 4.50 = Agree - High

2.51 – 3.50 = Moderately Agree - Average

1.51 – 2.50 = Disagree - Low

1.00 – 1.50 = Strongly Disagree - Very Low

The assessment of the Recruitment and Selection Process reveals that respondents generally perceive the hiring procedures for COS workers as transparent, fair, and competency-based. Despite the inherent lack of tenure in contractual arrangements, respondents rated the recruitment process highly (Mean = 4.08), as shown in Table 3. This suggests that applicants value the transparency of the hiring process and enter their roles with a clear understanding of the professional trade-offs involved. This positive perception is crucial because, as Breugh (2013) highlighted, effective recruitment leads to better person-job fit and higher productivity.

The high rating suggests that workers enter the COS arrangement fully aware that the contract lacks the security of a regular plantilla position. While transparency helps avoid feelings of being misled, this acceptance is likely a pragmatic compromise driven by economic necessity in the region rather than genuine satisfaction with employment precarity.

Table 4. Perceived Fairness of COS Policies

Statement	Mean	Description
The organization provides clear and well-defined policies for COS workers.	4.50	High
COS workers are properly oriented towards their duties, responsibilities, and rights under the existing policies.	4.63	Very High
Policy revisions or updates are clearly communicated to COS workers.	4.35	High
The terms and conditions stated in the contract of COS workers are fair and transparent.	4.45	High
The organization ensures compliance with government regulations on COS workers.	4.45	High

Legend: 4.51 – 5.00 = Strongly Agree - Very High

- 3.51 – 4.50 = Agree - High
- 2.51 – 3.50 = Moderately Agree - Average
- 1.51 – 2.50 = Disagree - Low
- 1.00 – 1.50 = Strongly Disagree - Very Low

The findings on the perceived fairness of COS policies indicate that respondents generally view organizational policies as clear, transparent, and supportive of COS personnel. The highest rating was given to the proper orientation of COS workers regarding their duties, responsibilities, and rights (Mean = 4.63), showing that the organization effectively communicates expectations. Respondents also agreed that policies are well-defined (Mean = 4.50) and compliant with government regulations (Mean = 4.45). Meanwhile, communication of policy updates received the lowest rating (Mean = 4.35), suggesting a need to improve the dissemination of organizational changes. Overall, the findings imply that clear policies reduce uncertainty and strengthen organizational trust among COS workers.

Table 5. Perceived Job Security

Statement	Mean	Description
COS employees are aware of their employment terms and duration.	4.60	Very High
COS feels a sense of stability even though they are under contract.	4.33	High
Renewal of contracts is conducted fairly and promptly.	4.33	High
Uncertainties in tenure affect work motivation.	3.93	High
Management provides clear communication regarding contract renewal.	4.65	Very High

- Legend:** 4.51 – 5.00 = Strongly Agree - Very High
- 3.51 – 4.50 = Agree - High
- 2.51 – 3.50 = Moderately Agree - Average
- 1.51 – 2.50 = Disagree - Low
- 1.00 – 1.50 = Strongly Disagree - Very Low

A striking paradox emerged in the study: respondents reported a “Very High” perception of job security despite the objectively temporary nature of COS employment arrangements. The findings suggest that transparent communication regarding renewals, supportive supervision, and long-term organizational familiarity may contribute to employees’ perceptions of stability.

However, this finding must be interpreted cautiously. An alternative explanation involves social desirability bias and the practical limitations of anonymity within a small organizational setting. In a workforce composed of only forty personnel, where contract renewal decisions are heavily influenced by a single director or management structure, respondents may reasonably perceive that negative responses could indirectly affect future employment opportunities.

Although confidentiality procedures were implemented, truly anonymous self-reporting in such a close-knit

organizational environment is difficult to guarantee in practice. As a result, some respondents may have provided more favorable assessments regarding job security, management fairness, or organizational support.

This possibility does not invalidate the findings. Rather, it contextualizes them more honestly. The reported “Very High” sense of job security may reflect a combination of genuine organizational trust, long-term familiarity with recurring renewals, and the structural pressures associated with contractual employment. The findings, therefore, illustrate not only legal security but also perceived psychological security, shaped by both organizational culture and employment precarity.

Table 6. Perceived Compensation Equity

Statement	Mean	Description
Compensation is fair relative to the workload.	3.95	High
Benefits are sufficient to support employee welfare.	4.00	High
Salaries are released on time.	3.98	High
COS workers receive the same respect and recognition as regular staff.	4.18	High
Compensation encourages productivity and efficiency.	4.23	High

Legend: 4.51 – 5.00 = Strongly Agree - Very High

3.51 – 4.50 = Agree - High

2.51 – 3.50 = Moderately Agree - Average

1.51 – 2.50 = Disagree - Low

1.00 – 1.50 = Strongly Disagree - Very Low

Table 6 shows that respondents most strongly agreed that compensation encourages productivity and efficiency (Mean = 4.23), suggesting that compensation serves as a motivating factor for COS workers. In contrast, the fairness of compensation relative to workload (Mean = 3.95) and the timely release of salaries (Mean = 3.98) received comparatively lower ratings. These findings imply that, while employees generally consider compensation acceptable, concerns about workload demands and salary delays persist.

Table 7. Training and Development

Statement	Mean	Description
Training programs are regularly conducted for COS workers.	3.95	High
Training enhances job-related skills and knowledge.	4.43	High
Employees are encouraged to attend seminars and workshops.	4.18	High
Management supports the professional development of COS staff.	4.13	High
Training improves service delivery performance.	4.43	High

Legend: 4.51 – 5.00 = Strongly Agree - Very High

3.51 – 4.50 = Agree - High

2.51 – 3.50 = Moderately Agree - Average

1.51 – 2.50 = Disagree - Low

1.00 – 1.50 = Strongly Disagree - Very Low

The assessment on Training and Development shows that respondents rated the impact of training on service delivery and skill enhancement highest (both at 4.43), indicating a workforce eager to professionalize and apply what they learn. The lowest rating was given to the regularity of these programs (3.95). The data suggests a critical gap: while the training itself is effective, its frequency is insufficient, possibly due to budget constraints common in government operations.

Table 8. Perceived Supervisory Support

Statement	Mean	Description
Supervisors provide clear and constructive feedback.	4.35	High
Management is supportive of COS employees' needs.	4.35	High
Work expectations are clearly communicated by supervisors.	4.50	High
COS workers receive a fair evaluation of their performance.	4.28	High
Supervisors promote teamwork and collaboration.	4.48	High

Legend: 4.51 – 5.00 = Strongly Agree - Very High

3.51 – 4.50 = Agree - High

2.51 – 3.50 = Moderately Agree - Average

1.51 – 2.50 = Disagree - Low

1.00 – 1.50 = Strongly Disagree - Very Low

The results on perceived supervisory support indicate that COS personnel generally view management practices positively. Clear communication of work expectations received the highest rating (Mean = 4.50), followed by supervisors promoting teamwork and collaboration (Mean = 4.48). Support for employee needs and constructive feedback also received high ratings (Mean = 4.35), while fair performance evaluation received a favorable rating (Mean = 4.28). Overall, the results suggest that effective supervision and communication help create a supportive work environment that enhances employee confidence, motivation, and productivity despite the temporary nature of COS employment.

Table 9. Motivation and Job Satisfaction

Statement	Mean	Description
Employees feel motivated to perform their duties well.	4.45	High
Recognition and rewards encourage job satisfaction.	4.40	High
The work environment promotes morale and commitment.	4.15	High
COS workers feel valued by the organization.	4.05	High
Motivation contributes to higher service performance.	4.35	High

Legend:

4.51 – 5.00 = Strongly Agree	-	Very High
3.51 – 4.50 = Agree	-	High
2.51 – 3.50 = Moderately Agree	-	Average
1.51 – 2.50 = Disagree	-	Low
1.00 – 1.50 = Strongly Disagree	-	Very Low

Results on motivation and job satisfaction indicate that COS employees generally maintain positive attitudes toward their work despite the limitations of contractual employment. Employee motivation to perform their duties has the highest rating (Mean = 4.45), followed by recognition and rewards contributing to job satisfaction (Mean = 4.40). Motivation contributing to higher service performance also obtained a high rating (Mean = 4.35). However, the statement that COS workers feel valued by the organization received the lowest mean (4.05), reflecting the inherent limitations of COS status, where maximum dedication meets limited institutional reciprocity.

Part II. Evaluation of Public Service Delivery Efficiency

Table 10. Perceived Timeliness of Service Delivery

Statement	Mean	Description
Services and tasks are completed within the required time frame.	4.18	High
Employees promptly respond to client inquiries and requests.	4.25	High
Deadlines for reports and outputs are consistently met.	3.93	High
Service delivery delays are minimized through proper planning.	4.33	High
Timely delivery contributes to client satisfaction.	4.25	High

Legend:

4.51 – 5.00 = Strongly Agree	-	Very High
3.51 – 4.50 = Agree	-	High
2.51 – 3.50 = Moderately Agree	-	Average
1.51 – 2.50 = Disagree	-	Low
1.00 – 1.50 = Strongly Disagree	-	Very Low

As detailed in Table 10, the staff effectively manages schedules to eliminate bottlenecks, earning a high responsiveness rating (Mean = 4.25). This score underscores a formidable frontline presence. Conversely, the consistency of meeting report deadlines scored the lowest (Mean = 3.93). This variance underlines that while actual service delivery is prompt, administrative compliance often struggles to keep pace with the demands of daily operations.

Table 11. Perceived Quality of Outputs

Statement	Mean	Description
Outputs meet the quality standards set by the organization.	4.25	High

Services delivered are accurate and reliable.	4.30	High
Employees demonstrate attention to detail in their work.	4.28	High
Feedback from clients helps improve service quality.	4.53	Very High
Overall quality of work enhances organizational efficiency.	4.38	High

Legend: 4.51 – 5.00 = Strongly Agree - Very High

3.51 – 4.50 = Agree - High

2.51 – 3.50 = Moderately Agree - Average

1.51 – 2.50 = Disagree - Low

1.00 – 1.50 = Strongly Disagree - Very Low

Table 11 reveals a workforce driven by responsiveness. Utilizing feedback to improve quality earned the highest rating (Mean = 4.53), indicating that workers actively adapt based on client needs. They listen. Yet, this flexibility does not compromise quality. With high scores for accuracy (Mean = 4.30) and attention to detail (Mean = 4.28), the staff maintains the rigorous technical standards demanded by the livestock sector.

Table 12. Perceived Productivity and Performance

Statement	Mean	Description
COS completes assigned tasks efficiently.	4.22	High
COS employees maintain a high level of work output.	4.30	High
Performance standards are clearly communicated and monitored.	4.40	High
Teamwork and coordination enhance productivity.	4.08	High
Performance appraisals are fair and encourage improvement.	4.20	High

Legend: 4.51 – 5.00 = Strongly Agree - Very High

3.51 – 4.50 = Agree - High

2.51 – 3.50 = Moderately Agree - Average

1.51 – 2.50 = Disagree - Low

1.00 – 1.50 = Strongly Disagree - Very Low

Perception about productivity and performance of the COS personnel is presented in Table 12, which shows that performance standards are clearly communicated and monitored (Mean = 4.40). This is the primary driver of efficiency. This is followed closely by maintaining high work output (Mean = 4.30). Interestingly, while teamwork is rated high (Mean = 4.08), it is the lowest among the productivity indicators. This might reflect the individualistic nature of contract-based evaluations, where workers are often judged on personal accomplishments rather than collective efforts.

While the high scores across all dimensions suggest a competent workforce, they primarily highlight the precarity of the "no work, no pay" system. Every task is an audition for renewal. This structural pressure creates

a "hyper-responsive" culture where workers constantly prove their worth. Still, competence plays a role. The strong 'Quality' rating (Mean = 4.30) underscores the staff's pride in the technical expertise they have cultivated over a decade. Context, however, is critical. As these are self-ratings, the results may stem from self-preservation rather than objective truth; the threat of non-renewal often compels workers to conflate high ratings with job security.

Table 13. Perceived Cost-Effectiveness

Statement	Mean	Description
Hiring COS employees helps reduce operational costs.	4.23	High
COS employment provides flexibility without lowering quality.	4.30	High
Resources are efficiently utilized in delivering services.	4.40	High
The organization achieves high performance with minimal costs.	4.08	High
Hiring COS employees contributes to cost efficiency.	4.20	High

Legend: 4.51 – 5.00 = Strongly Agree - Very High

3.51 – 4.50 = Agree - High

2.51 – 3.50 = Moderately Agree - Average

1.51 – 2.50 = Disagree - Low

1.00 – 1.50 = Strongly Disagree - Very Low

Respondents overwhelmingly perceive the hiring of Contract of Service (COS) employees as cost-effective, with a high overall mean agreement of 4.20 (Table 13). The most significant sentiment is that resources are used efficiently to deliver services (Mean = 4.40), indicating that the agency is effectively stretching its budget to meet operational demands. Respondents agreed that this employment scheme offers flexibility without sacrificing quality (Mean = 4.30) and generally reduces operational costs (Mean = 4.23). Hiring COS staff is seen as a necessary strategy to maintain performance levels despite fiscal constraints.

Table 14. Perceived Work Accuracy

Statement	Mean	Description
COS workers produce outputs that meet quality standards on the first try.	4.25	High
Errors in submitted work are minimal.	4.10	High
Revisions or reworks are seldom required for COS employees' tasks.	3.93	High
COS workers' pay close attention to details to avoid mistakes.	4.20	High
Proper supervision and feedback help minimize rework among COS staff.	4.53	High

Legend: 4.51 – 5.00 = Strongly Agree - Very High

3.51 – 4.50 = Agree - High

2.51 – 3.50 = Moderately Agree - Average

1.51 – 2.50 = Disagree - Low

1.00 – 1.50 = Strongly Disagree - Very Low

Table 14 highlights employees' perceived work accuracy, revealing that supervision plays a critical role in minimizing errors. The data shows the highest agreement (Mean = 4.53, "Very High" category) with the statement that proper supervision and constructive feedback significantly reduce the need for rework. This finding underscores a powerful correlation between effective oversight and enhanced precision in the workplace. Meanwhile, other indicators, such as meeting quality standards on the first try (Mean = 4.25) and paying attention to details (Mean = 4.20), remain high. A mean score of 3.93 indicates that even with minimal major errors, back-and-forth for corrections remains a point of contention in the workflow.

These findings align with Hood's (1991) "New Public Management" theory, which emphasizes running government operations with private-sector efficiency. However, a limitation to this definition of "cost-effectiveness" must be acknowledged. The perceived savings largely stem from the reality that COS workers subsidize the agency by working without the mandatory 12% government share for GSIS premiums and benefits, 2.5% for PhilHealth, and 2% for Pag-IBIG. High accuracy (Mean = 4.53 for supervision) is likely a byproduct of the more than 9 years of a "permanent casual" cohort that has mastered technical nuances over nearly a decade.

Part III. Relationship Analysis (Hypothesis Testing)

The core objective of this study was to determine whether the management of Contract of Service (COS) workers translates into tangible efficiency in service delivery. While previous sections examined these factors in isolation, this analysis seeks to understand their interplay. Our analysis reveals a consistent pattern: every management factor examined shows a significant positive correlation with service efficiency. This uniformity confirms that how the agency handles its "non-permanent" workforce directly impacts organizational performance.

Table 15. Correlation: Management Factors to Timeliness

Variables	Correlation Coefficient	Probability
Recruitment & Selection Process	0.426**	0.006
Perceived Fairness of COS Policies	0.560**	< .001
Perceived Job Security	0.685**	< .001
Perceived Compensation Equity	0.595**	< .001
Training and Development	0.570**	< .001
Perceived Supervisory Support	0.612**	< .001
Motivation and Job Satisfaction	0.711**	1

** Significant at 1% level of significance; * Significant at 5% level of significance; ns not significant

As reflected in Table 15, there are statistically significant positive correlations between COS management factors and perceived timeliness of service delivery. Motivation and Job Satisfaction ($r = 0.711$, $p < 0.001$) and Perceived Job Security ($r = 0.685$, $p < 0.001$) demonstrated the strongest associations with timeliness.

These findings suggest that COS workers who perceive greater organizational support, stability, and recognition also tend to report higher levels of responsiveness and timely service delivery. This evidence rejects the Null Hypothesis (**H0**), highlighting that the "psychological contract," the expectation of continued engagement, drives service speed more effectively than adherence to deadlines alone.

Table 16. Correlation: Management Factors to Perceived Quality of Output

Variables	Correlation Coefficient	Probability
Recruitment & Selection Process	0.428**	0.006
Perceived Fairness of COS Policies	0.364**	.021
Perceived Job Security	0.591**	< .001
Perceived Compensation Equity	0.324**	.041
Training and Development	0.666**	< .001
Perceived Supervisory Support	0.476**	.002
Motivation and Job Satisfaction	0.573**	<.001

** Significant at 1% level of significance; * Significant at 5% level of significance; ns not significant

Training and Development shows the strongest positive associations with Perceived Quality of Outputs ($r = 0.666$, $p < 0.001$) and with Perceived Productivity and Performance ($r = 0.766$, $p < 0.001$). Respondents with greater access to training opportunities tend to report higher productivity and service quality. These findings strongly support Human Capital Theory and validate Noe's (2017) framework. They emphasize that investing in employee development significantly enhances workplace performance, even among temporary personnel.

Within the agency, these results suggest that training programs are not simply beneficial but essential for improving the precision, efficiency, and quality of employees' technical work. However, interpret these findings cautiously. The cross-sectional correlational design does not establish causation. While training likely contributes to improved performance, employees who already demonstrate strong performance may be more likely to be selected for development opportunities. This introduces the possibility of selection bias.

Table 17. Correlation: Management factors to Perceived Productivity and Performance

Variables	Correlation Coefficient	Probability
Recruitment & Selection Process	0.511**	< .001
Perceived Fairness of COS Policies	0.499**	.001
Perceived Job Security	0.597**	< .001
Perceived Compensation Equity	0.573**	< .001
Training and Development	0.766**	< .001
Perceived Supervisory Support	0.674**	< .001
Motivation and Job Satisfaction	0.747**	<.001

** Significant at 1% level of significance; * Significant at 5% level of significance; ns not significant

Notably, the strongest correlations in the entire study are presented in Table 17, which shows that Training and Development ($r=0.766$, $p<0.001$) and Motivation ($r=0.747$, $p<0.001$) exhibited very strong positive links to Productivity.

This indicates performance is engineered, not coincidental. The evidence underscores that the agency's ability to meet high targets is contingent upon continued investment in its “permanent contract employment,” equipping them with a technical competency indistinguishable from that of regular personnel.

Table 18. Correlation: Management Factors to Perceived Work Accuracy

Variables	Correlation Coefficient	Probability
Recruitment & Selection Process	0.616**	< .001
Perceived Fairness of COS Policies	0.358*	.023
Perceived Job Security	0.551**	< .001
Perceived Compensation Equity	0.466**	.002
Training and Development	0.689**	< .001
Perceived Supervisory Support	0.564**	< .001
Motivation and Job Satisfaction	0.607**	<.001

** Significant at 1% level of significance; * Significant at 5% level of significance; ns not significant

Training and Development ($r = 0.689$, $p < 0.001$) and Recruitment and Selection Process ($r = 0.616$, $p < 0.001$) demonstrated strong positive correlations with perceived work accuracy, indicating that respondents who experience stronger training support and fair recruitment systems also tend to report lower error rates and greater work precision.

The highest correlation observed in training and development highlights the importance of continuous skill development in improving employee performance, while the strong relationship with recruitment and selection confirms that a rigorous, competency-based screening process helps ensure the “right fit” from the start. Together, these findings suggest that selecting qualified personnel and continuously developing their skills serve as important preventive measures against workplace errors and contribute significantly to overall work accuracy.

Conclusion on Hypothesis Testing

With significant p-values (<0.05) across every pairing of management factors and efficiency indicators. **Based on the consistency of these significant correlations across all variables, the Null Hypothesis (H_0) is REJECTED.**

We therefore conclude that there is a significant relationship between the composite measure of COS management factors and the composite measure of perceived public service delivery efficiency. This confirms that the efficiency of PCC-MLPC is not merely a result of individual effort but is anchored on the institution’s support system – specifically the effectiveness of recruitment, the relevance of training, and the motivation provided to the workforce.

We note, however, that these findings represent the current perceptions of the respondents and may be influenced by the timing of the data collection. Ultimately, the service delivery of PCC-MLPC appears resilient despite the insecurities of COS employment, if management support remains solid and consistent.

SUMMARY OF FINDINGS

1. The workforce is heavily composed of COS personnel, with 80% employed under contractual arrangements and 77.5% lacking Civil Service Eligibility.

2. Respondents reported a strong sense of job security despite temporary employment arrangements, a perception shaped by transparent communication, long-term familiarity with the organization, and supportive supervision.
3. Perceived service delivery efficiency was generally rated high, particularly in responsiveness and work accuracy.
4. Training and development were most strongly positively correlated with Perceived Productivity and Performance ($r = 0.766$), indicating that perceived improvements in training and development are statistically associated with perceived increases in productivity and performance among respondents. Similarly, Motivation and Job Satisfaction showed the strongest positive correlation with Timeliness ($r = 0.711$), suggesting that higher motivation and job satisfaction perceptions are linked with perceived timelier performance.

CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the results of the study, draws conclusions based on the findings, and offers practical recommendations to enhance the management of Contract of Service (COS) workers and the efficiency of public service delivery at the Philippine Carabao Center-Mindanao Livestock Production Center (PCC-MLPC).

Conclusions

Based on the findings, the following conclusions are drawn:

COS Workers Function as the Operational Backbone of PCC-MLPC

The results indicate that PCC-MLPC relies heavily on a “core” workforce of experienced, long-serving COS employees who provide essential continuity and institutional memory despite the temporary nature of their contracts. While this arrangement supports operational efficiency, it also creates a structural vulnerability, particularly with the approaching 2025 transition deadline and the continued dependence on non-eligible workers. Nevertheless, the workforce’s generally young and capable demographic profile suggests that these employees possess the physical capacity and developmental potential needed to sustain the center’s labor-intensive operations.

Perceived Organizational Support is Associated with Positive Workplace Perceptions

The study challenges the assumption that contractual work leads to low morale. At PCC-MLPC, the “Psychological Contract” remains intact because transparent communication, supportive supervision, and consistent renewals drive higher job security and motivation among COS workers.

Training and Development are Strongly Associated with Productivity and Quality

Training and development correlate strongly with higher productivity and quality, underscoring the impact of employee investment on performance.

Employment Precarity May Influence Performance Perceptions

The findings suggest that the contractual nature of COS employment may contribute to a highly performance-oriented workplace culture. However, the results should be interpreted carefully, given the possibility of bias and the limitations of self-report measures.

Service Efficiency Appears Associated with Multiple Interacting Management Factors

The rejection of the null hypothesis indicates that management factors are statistically significantly associated with perceived service efficiency indicators. The findings suggest that recruitment practices, supervisory support, training, motivation, and perceived policy fairness collectively relate to organizational efficiency

perceptions.

RECOMMENDATIONS

Considering the conclusions, the following recommendations are proposed:

1. Institutionalize Support for Civil Service Eligibility (CSE)

Since 77.5% of the workforce is ineligible, the PCC-MLPC should implement a "Profile Audit" to identify staff approaching the 10-year service mark. Management should sponsor review classes to help them apply for the Career Service Eligibility - Preference Rating (CSE-PR) pursuant to CSC Resolution No. 2301123.

2. Recalibrate "Job Order" Roles for Skilled Workers.

For the 52.5% of the workforce in Farm/Utility roles who may not meet educational requirements for administrative posts, the agency should lobby for the creation of "skilled worker" positions (e.g., Animal Keeper II) that require TESDA NC II certifications rather than professional eligibility.

3. Formalize the "Feedback and Renewal" Protocol.

To sustain the high perception of security, management should formalize the "Performance & Renewal Dialogue" 30 days before contract expiration. This ensures that job stability is process-dependent, not person-dependent.

4. Strengthen the "Social Safety Net" via Cooperatives.

Since GSIS coverage is not legally possible, management should leverage the PCC-MLPC Employees Association or Cooperative to facilitate group enrollment and automated salary deductions for SSS, PhilHealth, and Pag-IBIG, ensuring workers have active social protection.

5. Strengthen Non-Monetary Rewards

Given that COS salary grades are rigidly fixed by government regulations, management must pivot to the variables that strongly correlate with Timeliness: Motivation and Job Satisfaction. To sustain high morale without violating auditing rules on compensation, the agency should implement a structured non-monetary rewards system. Specific, actionable initiatives should include granting "spot awards" for immediate excellence, establishing an "Employee of the Quarter" program, and conferring public recognition during flag ceremonies. These low-cost, high-visibility gestures effectively reinforce positive behavior within regulatory limits

6. Directions for Future Researchers

Future studies should strengthen the design by triangulating self-report survey data with objective organizational performance records. These may include:

- Contract renewal rates
- Productivity output reports
- Operational turnaround times
- Error logs and rework records
- Attendance and absenteeism records
- Client satisfaction reports

Integrating objective administrative data would allow future researchers to move beyond perception-based assessments toward a more comprehensive evaluation of actual organizational performance. Such an approach would provide stronger evidence for policymakers and public administrators regarding the institutional implications of COS employment arrangements.

INTERVENTION DESIGN FOR PLANNED CHANGE

Program Title: THE COS WORKFORCE EMPOWERMENT PROGRAM (CWEP): An Inclusive, Dual-Track Approach to Professionalization and Productivity at PCC-MLPC

Rationale

The study revealed a critical paradox at PCC-MLPC: while Contract of Service (COS) workers are highly productive and motivated ($r=0.766$ correlation between training and productivity), the workforce is structurally fragile.

- a. **The Eligibility Gap:** 77.5% of the workforce lacks Civil Service Eligibility.
- b. **The Education Gap:** The workforce is bifurcated. While 45% are College Graduates or at the College Level, a significant 55% possess only Elementary, High School, or Vocational education.
- c. **The Mandate:** The approaching December 2025 transition deadline threatens the tenure of these workers unless they can be professionalized or transitioned into appropriate "Skilled" categories.

To save this workforce, we must stop treating them as a monolith. The CWEP proposes a "Dual-Track" strategy that recognizes the unique value of every employee, ensuring that no one is left behind simply because they don't fit a standard mold.

General Objective

To enhance public service delivery efficiency by institutionalizing a "Dual-Track" professionalization program that secures the tenure of the COS workforce and formalizes the psychological support mechanisms that drive motivation.

Specifically, the program aims to:

1. **Launch Track A ("The Scholars"):** Assist college-level/graduate COS workers in obtaining Career Service Eligibility (Professional/Sub-Professional) to qualify for administrative and technical plantilla positions.
2. **Launch Track B ("The Artisans"):** Assist elementary/high school COS workers in obtaining TESDA NC II Certifications (e.g., Animal Production, Agricultural Crops) to qualify for "Skilled Worker" items, validating their years of experience.
3. **Institutionalize Feedback:** Formalize the "30-Day Pre-Renewal Dialogue" to maintain the high perception of job security (Mean=4.60) found in the study

Target Participants

The program targets the thirty-two (32) COS personnel of PCC-MLPC, segmented into:

- Cohort A: Administrative & Technical Staff (Target: CSC Eligibility)
- Cohort B: Farm Workers & Utility Staff (Target: TESDA NC II Certification)

Implementation Matrix

Component	Target Cohort	Activity/Strategy	Schedule	Output
Track A: CSC Review Circle	College Level & Graduates (Approx. 14 pax)	• "Focused Friday" Review Sessions: Dedicated official time for group study. • Mock Examinations. • CSC Application Assistance.	Fridays, 3:00 PM – 5:00 PM	• 20% increase in CSE passers. • 100% filing of CSE-PR for qualified staff.
Track B: Skills Certification Drive	Elem/HS/Voc Graduates (Approx. 18 pax)	• In-house Skills Workshop: Theory & Practicum. • TESDA Assessment: For Animal Production NC II or Agricultural Crops Production NC II.	Quarterly Rotational Schedule (By batch to ensure farm coverage)	• 100% of Farm Workers certified as TESDA NC II Holders.
Renewal Protocol	All COS Workers	• "Stay Interview": A 1-on-1 coaching session 30 days before contract expiration to discuss performance and renewal assurance.	May & November	• Signed Performance Commitments. • Sustained "High" Security rating.
Social Net Automation	All COS Workers	• Cooperative-led group enrollment for SSS, PhilHealth, Pag-IBIG.	Month 1	• 100% Active Social Security Membership.

Resource Requirements and Budget

The budget has been adjusted to include assessment fees for Track B, recognizing that Farm Workers may require financial assistance for certification costs.

Item	Description	Quantity	Unit Cost	Total Cost	Source
CSC Review Materials	Reviewers/Mock Exams for Track A	14 sets	₱350.00	₱4,900.00	GAD/MOOE
TESDA Assessment Subsidy	Assessment Fee assistance for Track B (Farm Workers)	18 pax	₱1,000.00	₱18,000.00	MOOE/ Co-op Loan
Honorarium	Technical Trainer / Review Facilitator	2 sessions	₱2,000.00	₱4,000.00	MOOE
Meals/Snacks	Kick-off & Workshop Sessions	32 pax	₱150.00	₱4,800.00	Operations

Contingency Fund	Emergency fund for price adjustments (approx. 10%)	1 lot	-	₱3,170.00	MOOE
TOTAL				₱34,870.00	

Risk Management Plan

To ensure the continuity of the COS Workforce Empowerment Program (CWEP) regardless of fiscal constraints, the following contingency measures are established. This plan specifically addresses the potential disapproval of the budgetary requirement and outlines zero-cost alternatives.

Risk Management and Contingency Matrix

Potential Risk	Impact Level	Contingency Measure (Plan B)
Disapproval of Budget	High	Activate "Peer-Review Circles" (Zero Cost): Instead of external trainers, we will shift to a peer-mentoring structure. Senior staff with eligibility will facilitate review sessions as part of their "mentoring" functions. Materials will be shifted to digital PDFs.
Inability to Fund Track B Assessment Fees	High	Cooperative Salary Loan & LGU Linkage: If the agency cannot subsidize the TESDA fee, the PCC-MLPC Employees Cooperative will offer a low-interest "Skills Loan" payable in installments.
Operational Conflict	Medium	Lunch-Break Integration: If Friday sessions are disrupted by urgent work, review circles will be broken down into 30-minute daily "micro-learning" segments to ensure continuity.

Monitoring and Evaluation

1. Track A Success: Number of passers in the Civil Service Exam or approvals for CSE-Preference Rating.
2. Track B Success: Number of Farm Workers acquiring TESDA NC II certification.
3. Impact: Comparison of Perceived Job Security and Motivation scores (via mini-survey) before and after the 6-month implementation period to ensure the paradox of job insecurity and performance remains positively managed.

Program Sustainability

To ensure that the CWEP continues to generate value beyond the initial 6-month implementation period, the following sustainability mechanisms will be institutionalized:

- The "Pay-It-Forward" Model: Successful passers from the first cohort will automatically become the facilitators for the next cycle, creating a self-sustaining pool of mentors.
- Policy Integration: The "Stay Interview" will be formally integrated into the HRMO's Standard Operating

Procedures (SOP), ensuring the psychological contract is preserved regardless of leadership changes.

- In-House Accreditation: PCC-MLPC will work towards becoming an accredited TESDA Assessment Center, allowing to certify its own field workers in-house at a significantly reduced cost in the future.

CONCLUSION

The CWEP is more than just a training plan; it is an investment in the human capital of PCC-MLPC. By helping COS workers secure their professional future through eligibility and empowering them with advanced skills, the center ensures that its workforce remains motivated, competent, and ready to deliver efficient public service for years to come.

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Data Availability Statement

The data supporting the findings of this study are not publicly available due to organizational confidentiality requirements and the Department of Agriculture – Philippine Carabao Center (DA-PCC) internal data protection policies, particularly those of the Philippine Carabao Center – Mindanao Livestock Production Center (PCC-MLPC). The dataset contains personnel-related and organizational information that may compromise respondent confidentiality and institutional privacy if publicly disclosed. However, limited aggregated or anonymized data may be made available by the corresponding author upon reasonable request, subject to approval from the DA-PCC and the primary researcher, and provided that such access complies with institutional ethical guidelines and confidentiality protocols.

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