

# **The Impact of Hiring Contract of Service (Cos) Workers in Enhancing Efficiency of Public Service Delivery of Philippine Information Agency (PIA)**

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## **Abstract**

**This study investigates the impact of hiring Contract of Service (COS) workers on enhancing the efficiency of public service delivery within the Philippine Information Agency (PIA). Using a quantitative research design following descriptive-correlational approach, it combines surveys, interviews, and document analysis to examine how COS workers influence key operational areas such as service efficiency, service quality, customer satisfaction, operational costs, and employee morale. The findings reveal that COS workers play a crucial role in supporting the agency's routine functions, allowing permanent staff to concentrate on strategic responsibilities. Their specialized skills in communication, information technology, and public relations, along with flexible work arrangements, contribute to improved responsiveness and performance. The study also highlights the value of COS workers in project implementation, especially in time-sensitive and resource-constrained environments. However, challenges such as limited job security, lack of institutional benefits, and weak integration with the regular workforce negatively affect long-term motivation, job satisfaction, and retention. Despite these issues, statistical analysis confirms a strong positive correlation between COS employment and improved public service outcomes. The study concludes that while COS workers are instrumental to the PIA's operational success, their contributions can be further optimized by implementing institutional reforms. These reforms include clearer employment policies, structured training programs, defined career development pathways, and improved job stability, all of which support a more inclusive, efficient, and sustainable public service workforce.**

**Keywords:** Contract of Service (COS), job security, performance monitoring, Philippine Information Agency (PIA), public service delivery, workforce efficiency

## **1. INTRODUCTION**

The adoption of flexible employment models such as hiring contracts of service workers has become a pivotal strategy in enhancing public service delivery across various nations. This trend reflects a growing recognition that traditional employment structures may not adequately respond to the evolving needs of citizens in an increasingly complex and dynamic world. Countries are increasingly exploring alternative workforce solutions to ensure that public services are delivered more efficiently, effectively, and innovatively. Embracing contract-based employment, governments can introduce greater agility into their operations, allowing them to adapt quickly to changing circumstances and the diverse demands of their populations. This global movement towards more flexible employment practices highlights the necessity of examining their implications for public sector performance and service quality. In the context of the Philippines, the government has embarked on a series of reforms – Civil Service Reforms, Anti-Corruption and Transparency Initiatives, Ease of Doing Business Act, Decentralization and Local Governance, Budgetary and Financial Reforms, E-Government and Digitalization, aimed at enhancing the quality and efficiency of public services. The Philippine Information Agency (PIA) serves as a crucial entity in this landscape, they are tasked with the dissemination information and the promotion of government transparency. As the primary government agency for communication, the PIA plays an integral role in bridging the gap between the government and the public. However, the agency is facing with significant challenges including bureaucratic inefficiencies, limited resources and the need for specialized skills to effectively communicate with a diverse audience. In this context, the implementation of hiring contracts of service emerges as a viable solution to uphold the PIA's operational capacity. Through leveraging contract-based employment, the agency can tap into specialized expertise and enhance its responsiveness, ultimately striving to provide more timely and effective public services. The shift towards contract-based hiring practices within the PIA necessitates a thorough examination of their impact on organizational efficiency and service delivery outcomes. This study aims to investigate the nuances of how these hiring arrangements influence the agency's ability to fulfill its mandate. Specifically, it will explore the extent to which hiring contracts of service contribute to improved performance metrics, employee satisfaction, and overall service quality. Through analyzing the relationship between contract employment and public service efficiency, this study aims to know the impact of hiring contract of service in enhancing efficiency of public service delivery of Philippine Information Agency.

## **OBJECTIVES OF THE STUDY**

1. Assess the current employment practices related to Contract of Service workers in the PIA, including policies, training and development, work environment, integration with permanent staff, and performance monitoring.
2. Evaluate the perceived contributions of COS workers to key aspects of public service delivery such as service efficiency, quality of service, customer satisfaction, operational cost, and employee morale and retention.
3. Determine the correlation between COS employment practices and the overall efficiency and quality of public service delivery within the agency.

## **MATERIALS AND METHODS**

### **Research Design**

This study used a quantitative research design following a descriptive-correlational approach. The purpose of a correlational study is to determine whether two variables are connected and to what extent changes in one variable may correspond to changes in another (Kaila, 2011). This approach was appropriate as the study aimed to identify and analyze the relationship between the hiring of Contract of Service (COS) workers (independent variable) and the efficiency and quality of public service delivery (dependent variables) at the Philippine Information Agency (PIA). The descriptive component aimed to capture the current status of COS employment practices in terms of contractual policies, training and development, work environment, integration with permanent staff, and performance monitoring. Meanwhile, the correlational component explored the strength and direction of the relationships between these employment practices and key indicators of public service delivery, including service efficiency, quality of service, customer satisfaction, operational cost, and employee morale and retention. This design was selected because it allowed the researcher to assess naturally occurring relationships without manipulating variables, making it ideal for studying real-world organizational settings such as the PIA.

### **Locale of the Study**

The study was conducted at the Philippine Information Agency (PIA), a government institution under the Presidential Communications Office (PCO). As the lead communication arm of the Philippine government, PIA is responsible for effectively disseminating accurate, timely, and relevant information to the Filipino public. The agency operates at both national and regional levels, implementing communication and public information programs that promote transparency, development, and citizen engagement. The PIA was chosen as the study locale due to its significant use of Contract of Service (COS) and Job Order (JO) workers who play essential roles in various operational areas, including media production, field communication, IT services, and content development. At the time of the study, there were approximately 125 COS/JO personnel working across different units and regional offices. These workers provide critical support to the agency's mission but are not considered regular employees, making them a relevant focus for examining the impact of contractual employment on public service delivery. Conducting the study within PIA allowed the researcher to gain in-depth insights from both COS workers and permanent staff regarding how contractual hiring affects workflow, service efficiency, and organizational performance.

### **Respondents of the Study**

The study engaged ninety (90) respondents from the Philippine Information Agency (PIA), all of whom were employed under the Contract of Service (COS) or Job Order arrangement. These individuals were purposively selected based on their direct involvement in public service delivery, making them well-positioned to provide meaningful insights into the impact of contractual employment on organizational efficiency. To ensure the reliability and relevance of the data gathered, respondents met specific criteria: they were currently under a COS or Job Order contract, had at least one year of continuous service, and expressed willingness to participate in the study. Their experience and active

roles within the agency offered valuable perspectives on how contract-based employment influences service performance and delivery outcomes.

### **Instrumentation**

The primary research instrument used in this study was a structured survey questionnaire designed to gather comprehensive data on the impact of Contract of Service (COS) workers on the efficiency of public service delivery within the Philippine Information Agency (PIA). The questionnaire was divided into several key sections, including demographic profile, employment conditions, perceived impact on service delivery, and suggestions for improvement. It featured both closed-ended and Likert-scale items, ensuring clarity, relevance, and appropriateness to the comprehension level of the respondents. The Likert scale measured the degree of agreement or disagreement with statements related to COS employment practices, ranging from “Strongly Agree” to “Strongly Disagree.” This design allowed for both quantitative analysis and nuanced insights into the respondents’ perspectives.

### **Data Gathering Procedure**

Upon securing approval from the faculty of Laguna State Polytechnic University – Sta. Cruz Main Campus, the researcher formally sought permission from the Philippine Information Agency to conduct the study. Once authorization was granted, the researcher proceeded with the distribution of the survey questionnaires to the selected respondents. A cover letter explaining the purpose, objectives, and voluntary nature of the study accompanied the questionnaires. Participants were assured of the confidentiality and anonymity of their responses, and their informed consent was obtained prior to participation. The data collection process was conducted ethically and systematically, ensuring that all participants had adequate time to respond and that their input was accurately recorded for analysis.

## **RESULT AND DISCUSSION**

This chapter presented the data analysis, including the findings of the correlation between the hiring of Contract of Service (COS) workers and the efficiency and quality of public service delivery. It also discussed the respondents' profiles and the status of hiring policies, training and development, work environment, integration of permanent staff, and performance monitoring, as well as the efficiency and quality of public service delivery. These results indicated that the hiring of Contract of Service workers is positively correlated with several dimensions of public service delivery, including service efficiency, quality of service, customer satisfaction, operational cost, morale and retention, and performance monitoring.

### **Profile of the Respondents**

The following tables summarize the demographic and professional profiles of the respondents, providing insight into their characteristics in terms of age, gender, job position, education, years of work experience, training and development, and career service eligibility.

**Figure 2**

*The Profile of the Respondents in Terms of Age*

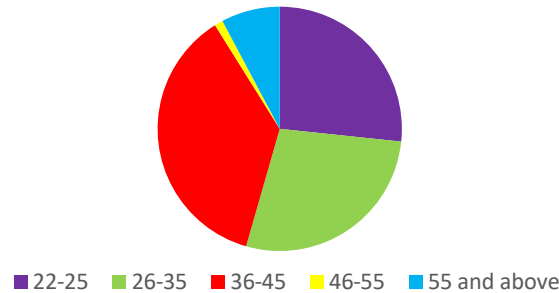


Figure 2 presents the profile of respondents in terms of age. The figure showed most of the respondents age fall in to 36-34 years old having a frequency of 33 and a percentage of (36.7%). Next to the highest frequency are age bracket 26-35 years old with 25 frequency and a percentage of (27.8%). The least number of respondents is from age bracket 46-55 with only 1 respondent.

**Figure 3**

*The Profile of the Respondents in Terms of Gender*

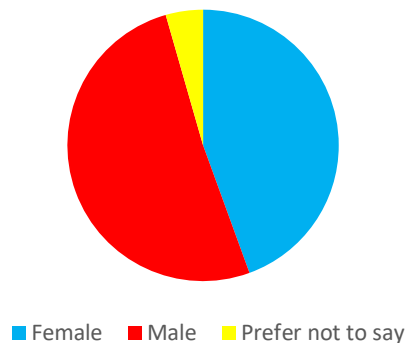


Figure 3 presents the Profile of Respondents in Terms of Gender. The figure showed most of the respondents are male having a frequency of 46 and a percentage of (51.1%). On the other hand, there are 4 respondents prefer not to say with a percentage of (4.44%).

**Figure 4**

*The Profile of the Respondents in Terms of Job Position*

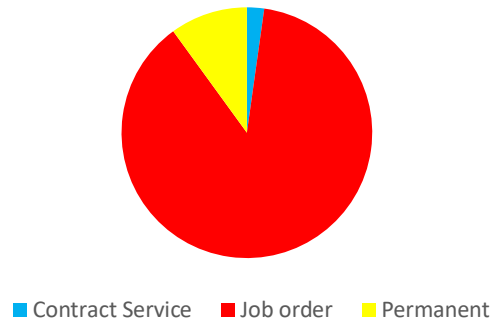


Figure 4 presents the Profile of Respondents in Terms of Job Position. The figure showed that most of the respondents are Job Order workers, with a frequency of 79 and a percentage of 87.78%. This was followed by Contract of Service workers, with 9 respondents or 10.00%. On the other hand, only 2 respondents hold permanent positions, accounting for 2.22% of the total.

## Figure 5

### *The Profile of the Respondents in Terms of Education*

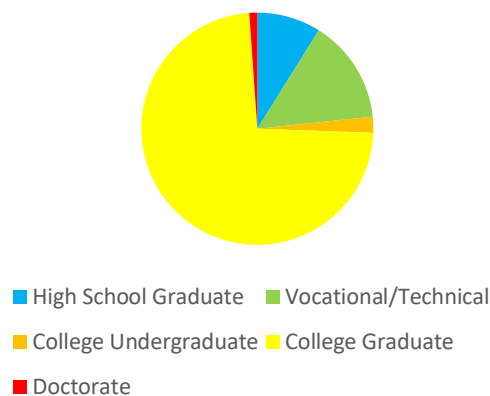


Figure 5 presents the profile of respondents in terms of education. The figure showed most of the respondents are college graduates having a frequency of 66 and a percentage of (73.3%). Next to the highest frequency is (13) Vocational/Technical with a percentage of (14.4%). On the other hand, there is only 1 doctorate with (1.11%) of the respondents.

## Figure 6

### *The Profile of the Respondents in Terms of Years of Experience*

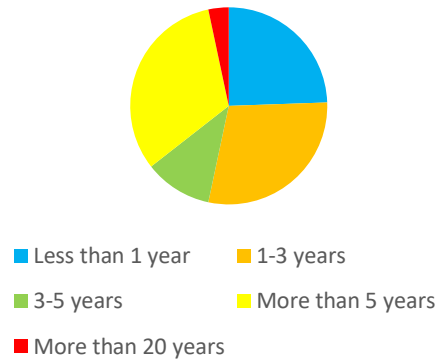


Figure 6 presents the profile of respondents in terms of years of experience. The figure shows the most of the respondents years of experience is more than 5 years with a frequency of 29 and a percentage of (32.2%). Second to the highest is 1-3 years with a frequency of 26 and a percentage of 28.9%. The least number of years of experience is more than 20 years having a frequency of 3 and a percentage of (3.33%). This implies that there are challenges in workforce retention or career longevity which was noted in the study of Dall'Ora, et al, 2020 regarding burnout and career sustainability in healthcare for instance.

## Figure 7

*The Profile of the Respondents in Terms of Attended Relevant Training and Development*

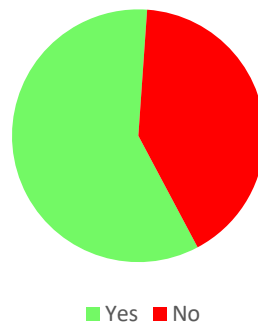


Figure 7 presents the profile of respondents in terms attending relevant training and development. The figure showed most of the respondents attended relevant training and development having a frequency of 53 and a percentage of 58.9%. On the other hand, there are 37 respondents did not attend relevant training and development with a percentage of 41.1% of the respondents. The above mentioned findings implied that training participation is essential so that all the more institutions should offer flexible learning formats, financial assistance and workplace incentives for engaging in trainings as revealed in the study of Morris (2019).

## Figure 8

*The Profile of the Respondents in Terms of Career Service Eligibility*

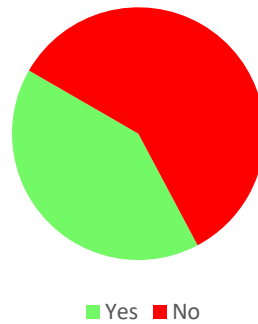


Figure 8 presents the profile of respondents in terms of career service eligibility. The figure showed most of the respondents do not have a career service eligibility having a frequency of 53 and a percentage of (58.9%). Moreover, there are 37 respondents already have career service eligibility with a (41.1%) of the respondents. It is implied that limitations in career progression and opportunities for professional recognition are existent. More so that organizations should encourage more professionals to pursue eligibility by providing financial support, mentorship programs, and guidance on certification processes (Green et al., 2018).

## Status of Hiring of Contract of Service Workers

The tables below show the extent to which various factors related to the hiring of Contract of Service workers are perceived in the workplace, including contractual work policies, training and development, work environment, integration of permanent staff, and performance monitoring and evaluation.

**Table 1** *Extent of Contractual Work Policies*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. The policies governing the hiring of Contract of Service workers are clearly defined.	3.22	0.67	High level
2. The terms of the contract for Contract of Service workers are reasonable.	3.22	0.70	High level
3. The terms of the contract for Contract of Service workers are fair.	3.11	0.66	High level



4. The Contract of Service workers are given adequate job security during their employment term.	3.09	0.70	High level
5. The policies allow for flexibility in the roles of Contract of Service workers, improving service delivery.	3.14	0.68	High level
Overall for Contractual Work Policies	3.16	0.57	High level
<i>Note.</i> N=90. The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).			

Table 1 presents the extent of contractual work policies. The table showed that the policies governing the hiring of Contract of Service workers are clearly defined and the terms of the contract for Contract of Service workers are reasonable, obtained the highest mean of (3.22) and a verbal interpretation of high level with a standard deviation of 0.67 and 0.70. The least from the rank is (3.09) the Contract of Service workers are given adequate job security during their employment term with a standard deviation of 0.70 and a verbal interpretation of high level. Overall, the grand mean obtained is (3.16) with a verbal interpretation of high level. The high mean scores implied that contract policies are clearly defined and generally perceived as reasonable. However, the lowest-rated item, posed concerns about employment stability. Studies have shown that job security is a key determinant of worker motivation, productivity, and job satisfaction (Kalleberg, 2018).

**Table 2** *Extent of Training and Development*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. Contract of Service workers are provided with sufficient training to perform their tasks efficiently.	3.07	0.73	High level
2. Training programs for Contract of Service workers are regularly updated to reflect the needs of public service delivery.	3.09	0.71	High level

3. The training programs enhance the skills and competencies of Contract of Service workers.	3.14	0.77	High level
4. There are opportunities for career development for Contract of Service workers.	3.10	0.70	High level
Overall for Training and Development	3.10	0.66	High level
<i>Note.</i> N=90. The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).			

Table 2 presents the Extent of Training and Development. The table showed the highest frequency obtained is the training programs enhance the skills and competencies of Contract of Service workers (3.14) with a verbal interpretation of high level and a standard deviation of 0.77 and opportunities for career development for Contract of Service workers with a mean of (3.10) with a verbal interpretation of high level and a standard deviation of 0.70. The statement with the least mean of (3.07) is Contract of Service workers are provided with sufficient training to perform their tasks efficiently with a verbal interpretation of high level, it means that sufficient trainings is needed for the efficiency of their performance. Overall the gran mean obtained is (3.10) and a standard deviation of 0.66 with a verbal interpretation of high level. It is implied that training programs enhance worker skills which agrees to this finding in a study emphasizing the importance of continuous training in improving employee effectiveness and service delivery (Cascio, 2019).

**Table 3** *Extent of Work Environment*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. The working environment is conducive to productivity for Contract of Service workers.	3.14	0.65	High level
2. Contract of Service workers have access to the necessary tools and resources to perform their job.	3.09	0.73	High level
3. The work environment encourages effective collaboration between Contract of Service workers and permanent staff.	3.14	0.71	High level
4. The organization fosters a positive workculture for both permanent and Contract of Service workers.	3.13	0.78	High level

Overall for Work Environment	3.13	0.66	High level
<i>Note.</i> N=90. The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).			

Table 3 presents the extent of work environment. The table showed that the highest mean obtained is (3.14) The working environment is conducive to productivity for Contract of Service workers and The work environment encourages effective collaboration between Contract of Service workers and permanent staff with a verbal interpretation of high level. The least from the rank is Contract of Service workers have access to the necessary tools and resources to perform their job with a mean of (3.09) with a standard deviation of 0.73 and a verbal interpretation of high level. Overall, the grand mean obtained is (3.13) having a verbal interpretation of high level and a standard deviation of 0.66. This implied that a supportive work environment enhances employee engagement, teamwork and job satisfaction. The findings are supported by Burgess and Connell (2020) which says that ensuring workers sufficient resources can improve their performance and reduce disparities between contract and permanent staff.

**Table 4** *Extent of Integration of Permanent Staff*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. Permanent staff are supportive of the inclusion of Contract of Service workers in the team.	3.31	0.61	Very high level
2. Contract of Service workers are integrated into the organization's workflows alongside permanent staff.	3.27	0.61	Very high level
3. There is a clear communication channel between permanent staff and Contract of Service workers.	3.26	0.59	Very high level
4. The integration of Contract of Service workers helps enhance the overall performance of the organization.	3.31	0.61	Very high level
Overall for Integration of Permanent Staff	3.29	0.52	Very high level

*Note.*  $N=90$ . The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).

Table 4 presents the extent of integration of permanent staff. Obtained the highest mean of (3.31) Permanent staff are supportive of the inclusion of Contract of Service workers in the team ( $SD=0.61$ ) and The integration of Contract of Service workers helps enhance the overall performance of the organization ( $SD=0.61$ ) with a verbal interpretation of very high level. The least frequency is (3,26) There is a clear communication channel between permanent staff and Contract of Service workers with a verbal interpretation of very high level and a standard deviation of 0.59. Overall, the grand mean obtained is (3.29) with a verbal interpretation of very high level and a standard deviation of 0.52. This implies that Clear and transparent communication can facilitate knowledge-sharing, improve work relationships, and enhance organizational cohesion. This aligns with studies suggesting that inclusive work environments foster higher engagement and organizational commitment among temporary employees (Kirkman et al., 2019).

**Table 5** *Extent of Performance Monitoring and Evaluation*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. Evaluation of Contract of Service workers is based on clear and measurable performance standards.	3.23	0.64	High level
2. The performance of Contract of Service workers is regularly monitored.	3.28	0.62	Very High level
3. The feedback from performance evaluation is used to improve the service delivery of Contract of Service workers.	3.21	0.64	High level
4. Contract of Service workers are held accountable for their performance in line with their contract terms.	3.27	0.65	Very High level
Overall for Performance Monitoring and Evaluation	3.25	0.58	Very High level

*Note.*  $N=90$ . The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).

The same approach is followed for Tables 2.2, 2.3, 2.4, and 2.5 to present the extent of training and development, work environment, integration of permanent staff, and performance monitoring and evaluation.

Table 5 presents the extent of performance monitoring and evaluation. The table showed the highest mean obtained was (3.28). The performance of Contract of Service workers is regularly monitored. Second to the highest is (3.27) Contract of Service workers are held accountable for their performance in line with their contract terms with a verbal interpretation of very high level. The least from the rank is the feedback from performance evaluation is used to improve the service delivery of Contract of Service workers. (3.21) with a verbal interpretation of high level and a standard deviation of 0.64. Overall, the grand mean obtained is (3.25) with a verbal interpretation of very high level and a standard deviation of 0.58. This implies that COS workers are being effectively monitored and held accountable for their performance, however there are areas where feedback utilization could be improved. Studies have shown that performance monitoring enhances accountability and helps in maintaining high levels of productivity within organizations (Koster&Kaminska, 2020).

## Status of the Efficiency and Quality of Public Service Delivery

The following tables present the evaluation of the status of service efficiency, quality of service, customer satisfaction, operational cost, and employee morale and retention as related to the hiring of Contract of Service workers.

**Table 6** *Level of Service of Efficiency*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. The presence of Contract of Service workers has improved the overall efficiency of service delivery.	3.43	0.65	Very High level
2. Contract of Service workers contribute to faster processing of public requests and services.	3.41	0.62	Very High level
3. The use of Contract of Service workers has streamlined administrative tasks within the agency.	3.42	0.60	Very High level

4. Public service delivery is more responsive due to the involvement of Contract of Service workers.	3.38	0.61	Very High level
Overall for Service Efficiency	3.41	0.58	Very High level
<i>Note.</i> N=90. The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).			

Table 6 presents the level of service of efficiency. The table shows The presence of Contract of Service workers has improved the overall efficiency of service delivery obtained the highest mean of (3.43) with a standard deviation of 0.65 and a verbal interpretation of very high level. Next to the highest mean is (3.42) The use of Contract of Service workers has streamlined administrative tasks within the agency having a verbal interpretation of very high level and a standard deviation of 0.60. The least from the rank is statement Public service delivery is more responsive due to the involvement of Contract of Service workers obtaining the mean of (3.38) with a verbal interpretation of very high level and a standard deviation of 0.61 which implies that COS workers play a critical role in improving service efficiency. The finding of Grimshaw et al., 2021 indicated that contractual employment arrangements can reduce bureaucratic delays and enhance responsiveness in government agencies.

**Table 7** *Level of Quality of Service*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. Contract of Service workers help improve the quality of services provided to the public.	3.43	0.62	Very High level
2. The Contract of Service workers meets or exceeds the required standards for public service.	3.33	0.62	Very High level
3. The quality of public service has improved due to the specialized skills of Contract of Service workers.	3.39	0.63	Very High level

4. Contract of Service workers actively contribute to enhancing the overall quality of public services.	3.40	0.67	Very High level
Overall for Quality of Service	3.39	0.59	Very High level
<i>Note.</i> N=90. The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).			

Table 7 presents the level of quality of service. The table shows the highest obtained mean is (3.43) Contract of Service workers help improve the quality of services provided to the public with a verbal interpretation of very high level and standard deviation of 0.62. Second to the highest is the Contract of Service workers meets or exceeds the required standards for public service with a mean of (3.33) and a verbal interpretation of very high level and a standard deviation of 0.62. The statement having the least mean of (3.33) is the Contract of Service workers meets or exceeds the required standards for public service with a verbal interpretation of very high level. Overall, the grand mean obtained is (3.39) with a verbal interpretation of very high level and a standard deviation of 0.59 which implies that integrating contractual employees into public service structures can lead to improved efficiency without compromising service quality. This finding agrees with previous studies that suggest that specialized contract workers bring essential skills that enhance service delivery quality (Maresova et al., 2020).

**Table 8** *Level of Customer Satisfaction*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. Public satisfaction with services provided by the Contract of Service workers is high.	3.37	0.64	Very High level
2. Contract of Service workers respond promptly to customer inquiries and requests.	3.37	0.64	Very High level
3. The presence of Contract of Service workers leads to better customer experiences and outcomes.	3.38	0.65	Very High level

4. Customer feedback on services delivered by Contract of Service workers is generally positive.	3.37	0.59	Very High level
Overall for Customer Satisfaction	3.37	0.59	Very High level
<i>Note.</i> N=90. The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).			

Table 8 presents the level of customer satisfaction. The table shows statement “The presence of Contract of Service workers leads to better customer experiences and outcomes obtained the highest mean of (3.38) and a verbal interpretation of very high level and a standard deviation of 0.65. Next to the highest mean is (3.37) Public satisfaction with services provided by the Contract of Service workers is high, Contract of Service workers respond promptly to customer inquiries and requests, Customer feedback on services delivered by Contract of Service workers is generally positive. with a verbal interpretation of very high level. Overall grand mean is (3.37) with a verbal interpretation of very high level and a standard deviation of 0.59 which implies the significant role of COS workers in improving public service experiences aligning with Van de Walle’s (2017) study that contractual employees contribute to minimizing service delays, thereby increasing public trust and satisfaction.

**Table 9** *Level of Operational Cost*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. Hiring of Contract of Service(COS) workers reduces operational costs in the organization.	3.08	0.71	High Level
2. The cost-effectiveness of hiring Contract of Service workers contributes to better resource allocation.	3.21	0.66	High level



3. Contract of Service workers are more cost-efficient compared to permanent employees in delivering public services.	3.00	0.75	High level
4. The operational costs related to hiring Contract of Service workers are justified by the improvements in service delivery.	3.22	0.58	High level
Overall for Operational Cost	3.13	0.57	High level
<i>Note.</i> N=90. The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).			

Table 9 presents the level of operational cost. The table shows the operational costs related to hiring Contract of Service workers are justified by the improvements in service delivery obtained the highest mean of (3.22) with a verbal interpretation of high level and a standard deviation of 0.58. Second to the highest is the cost-effectiveness of hiring Contract of Service workers contributes to better resource allocation with a mean of (3.21) and a verbal interpretation of high level. The least from the rank is contract of Service workers are more cost-efficient compared to permanent employees in delivering public services with an obtained mean of (3.00) having a verbal interpretation of high level and a standard deviation of 0.75. Overall, the grand mean obtained is (3.13) with a verbal interpretation of high level and a standard deviation of 0.57 implies that while COS workers provide cost-effective solutions for public service delivery, their efficiency compared to permanent employees remains arguable. Studies have cautioned that while contractual employment reduces immediate expenses, excessive reliance on temporary workers can lead to long-term inefficiencies (Bach & Bordogna, 2016).

**Table 10** *Level of Employee Morale and Retention*

Indicator	<i>M</i>	<i>SD</i>	<i>V.I.</i>
1. The hiring of Contract of Service workers has a positive impact on employee morale within the organization.	3.22	0.67	High level

2. Permanent staff perceive the inclusion of Contract of Service workers as a valuable contribution to team dynamics.	3.28	0.60	High level
3. Contract of Service workers feel motivated to perform well in their roles due to fair policies and support.	3.29	0.67	High level
4. The retention of Contract of Service workers is positively influenced by their work environment and job satisfaction.	3.30	0.59	High level
Overall for Employee Morale and Retention	3.27	0.56	High level
<i>Note.</i> N=90. The mean is interpreted as follows: 3.25–4.00=Very high level (VH), 2.50–3.24=High level (H), 1.75–2.49=Low level (L), 1.00–1.74=Very low level (VL).			

Table 10 presents the level of employee morale and retention. The table shows the highest mean obtained is (3.30) with a verbal interpretation of high level and a standard deviation of 0.59. The second to highest mean is (3.29) Contract of Service workers feel motivated to perform well in their roles due to fair policies and support with a verbal interpretation of high level and a standard deviation of 0.67. The least mean from the rank is (3.22) having a verbal interpretation of high level and a standard deviation of 0.67. Overall the grand mean obtained is (3.27) with a verbal interpretation of high level and a standard deviation of 0.56. This implies that while COS workers exhibit motivation job security remains a concern. A study reveals that Organizations should consider policies that enhance the career growth and stability of COS workers to sustain high morale and performance levels (Koster&Kaminska, 2020).

## Relationship between the Hiring of Contract of Service Workers and the Efficiency and Quality of Public Service Delivery

**Table 11** *Correlations Between Hiring of Contract of Service; and Efficiency and Quality of Public Service Delivery*

Hiring of Contract of Service Variable	Efficiency and Quality of Public Service Delivery Variable				
	Service Efficiency	Quality of Service	Customer Satisfaction	Operational Cost	Morale and Retention

Contractual Policies	Work	.58*** moderate corr.	.55*** moderate corr.	.54*** moderate corr.	.59*** moderate corr.	.74*** high corr.
Training and Development		.43*** moderate corr.	.33** low corr.	.42*** moderate corr.	.54*** moderate corr.	.64*** moderate corr.

Work Environment		.49*** moderate corr.	.43*** moderate corr.	.43*** moderate corr.	.48*** moderate corr.	.62*** moderate corr.
Integration of Permanent Staff		.62*** moderate corr.	.62*** moderate corr.	.53*** moderate corr.	.51*** moderate corr.	.64*** moderate corr.
Performance Monitoring and Evaluation		.68*** moderate corr.	.59*** moderate corr.	.63*** moderate corr.	.58*** moderate corr.	.75*** high corr.

*Note.* Cell contains correlation statistic, interpretation of its strength, and its corresponding  $p$  value. No bivariate normality assumption is violated so Pearson  $r$  was used. Degree of freedom is 88.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table 11 shows the correlations between the hiring of COS workers and several variables related to public service delivery. The analysis uses Pearson's correlation coefficient, and all values are statistically significant at the .05 level ( $p < .05$ ). The correlations between COS hiring and various public service delivery aspects are predominantly moderate to high, indicating meaningful relationships. Since the pvalue obtained are all less than 0.05 alpha level of significance thus, to reject null hypothesis. These findings underpin the argument that performance monitoring and evaluation play a critical role in optimizing the contributions of COS workers (Grimshaw et al., 2021). Furthermore, strong correlations between contractual work policies and employee morale and retention ( $r = .74$ ,  $p < .001$ ) highlight the importance of clear employment policies in sustaining workforce motivation (Kalleberg, 2018). These results indicate that the hiring of Contract of Service workers is positively correlated with several dimensions of public service delivery, including service efficiency, quality of service, customer satisfaction, operational cost, morale and retention, and performance monitoring.

## DISCUSSION

The data analysis reveals significant insights into the relationship between the hiring of Contract of Service (COS) workers and the efficiency and quality of public service delivery. The findings highlight the importance of COS workers in enhancing various operational aspects of public sector functions, including service efficiency, cost management, customer satisfaction, and overall employee morale.

First, the positive correlation between COS workers' hiring and service efficiency (0.58) suggests that these workers contribute to the smooth operation of public service systems. As more COS workers are integrated into the workforce, the efficiency of service delivery appears to improve. This could be attributed to the specific skill sets or specialized knowledge that COS workers bring to their respective roles. Unlike permanent staff, COS workers are often hired for their expertise in particular areas, which can lead to more streamlined processes and faster service provision.

However, the correlation with quality of service (0.55), while still positive, is slightly weaker. This indicates that while COS workers enhance efficiency, they may not always be able to maintain the same high level of service quality that permanent employees can offer. Permanent employees, having more institutional knowledge and a longer tenure with the organization, might be better positioned to address the nuanced needs of clients and maintain service quality over time. Nonetheless, COS workers can still provide valuable contributions, especially in specific tasks where their expertise is required.

The moderate correlation with customer satisfaction (0.54) further emphasizes that COS workers play a role in improving the public's perception of services. Customer satisfaction is closely tied to responsiveness, which can often be enhanced by the agility and flexibility that COS workers offer. As they are typically hired for particular tasks or short-term assignments, they are often more adaptable, allowing them to respond quickly to changing demands and customer needs. This can positively influence the overall satisfaction levels of service recipients.

Interestingly, operational cost (0.59) shows the strongest positive correlation with the hiring of COS workers, suggesting that organizations can effectively reduce costs by hiring temporary workers

rather than maintaining a permanent, full-time workforce. COS workers are typically more affordable than permanent employees, as they do not require long-term benefits or other extensive employment perks. This reduction in costs can help the organization allocate resources more effectively while maintaining adequate service delivery levels.

Thus, morale and retention (0.74) is the most significantly correlated factor, indicating that the hiring of COS workers can significantly improve the morale of both temporary and permanent staff. The integration of COS workers may offer a dynamic and flexible work environment, where staff members can focus on specialized tasks and avoid burnout. The presence of COS workers might also foster a collaborative atmosphere, encouraging a mix of skills and fresh perspectives within the team.

When it comes to performance monitoring (0.68), the strong positive correlation indicates that organizations that track and evaluate the performance of COS workers tend to see more positive outcomes in service delivery. This highlights the importance of having a robust system in place to assess the effectiveness of COS workers, ensuring that they contribute meaningfully to the overall mission of the organization. Monitoring performance helps identify areas for improvement, as well as recognizing and rewarding high-performing workers, which further boosts morale and productivity.

In analyzing the profile of respondents, it becomes evident that a diverse group of individuals—ranging from different age groups to varying levels of experience—perceive the impact of COS workers in public service. The majority of respondents fall within the 26-45 age range, which suggests that these individuals are in the prime of their careers and likely to hold significant insight into how COS workers influence public service delivery. Furthermore, most respondents have attended training programs and hold college degrees, reinforcing the notion that educated and trained employees are more likely to understand the nuances of COS workers' roles and how they contribute to service improvement.

Lastly, the analysis of the status of hiring policies indicates that respondents generally find the policies governing the hiring of COS workers to be clear and fair. This can contribute to smoother integration and a more harmonious work environment. However, the slightly lower agreement on job security suggests that there may be concerns about the stability of COS workers' positions, which could impact their long-term contribution to service delivery.

The data reveal that hiring Contract of Service workers positively correlates with key indicators of service efficiency and quality. Moreover, aspects like training, performance monitoring, and integration with permanent staff play significant roles in optimizing the overall service delivery process.

## **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **SUMMARY**

The study found that Contract of Service (COS) workers play a significant role in enhancing service delivery within the Philippine Information Agency (PIA). They contribute to improved operational efficiency, effective workload distribution, and project implementation due to their specialized skills in areas such as communication, IT, and public relations. However, issues such as integration challenges,

limited job security, and restricted opportunities for professional advancement persist. These factors negatively affect morale and long-term commitment.

## **CONCLUSION**

The employment of COS workers significantly contributes to the overall effectiveness of public service delivery at the PIA. Statistical analyses confirmed a positive correlation between COS employment and key performance indicators, including service efficiency, quality, responsiveness, and employee morale. Despite structural limitations, the competence and adaptability of COS workers highlight their value as essential enablers of innovation and operational success. However, their potential impact is constrained by insecure employment conditions and limited institutional support.

## **RECOMMENDATIONS**

To optimize the contributions of COS workers, the study recommends the following:

1. Institutionalize clear policies governing COS employment.
2. Implement structured training programs to enhance competencies.
3. Introduce renewable multi-year contracts to address job insecurity.
4. Establish performance-based incentives to promote productivity.
5. Strengthen integration mechanisms between COS and regular staff.
6. Include COS personnel in strategic planning and feedback systems.
7. Provide access to basic benefits and welfare support.
8. Develop career advancement pathways tailored to COS workers.
9. Conduct regular policy reviews to ensure relevance and responsiveness.
10. Advocate for national reforms to institutionalize fair treatment of COS workers.

These measures aim to strengthen the institutional framework for COS employment, ensuring a more inclusive, stable, and high-performing public service workforce.

## APPENDICES

### A. Request Letter

11 February 2025

KATHERINE CHLOE S. DE CASTRO  
Director General  
Philippine Information Agency

Dear Director De Castro,

I am currently pursuing my Master's degree in Public Administration at Laguna State Polytechnic University (LSPU) - Sta. Cruz, Laguna Campus. I am respectfully seeking for permission to administer my survey questionnaire to our Contract of Service (COS)/Job Order (JO) workers in the Central Office and in the Regional Offices. This is in connection with my study entitled "The Impact of Hiring Contract of Service (COS) Workers in Enhancing Efficiency of Public Service Delivery of the Philippine Information Agency (PIA)".

This survey aims to gather insights into the impact of hiring contract of service (COS) pertaining to job order (JO) workers on the efficiency of public service delivery at the Philippine Information Agency.

One Hundred (100) COS/Job Order workers from the Central Office and Regional Offices will be included in the study.

Rest assured that all the data will be treated with utmost confidentiality and will be used particularly for this study only. Furthermore, results and analyses that will be drawn out of this survey will be shared to the agency.

I am hoping for your favorable response on this matter.

Thank you.

Sincerely,

*Cecilia C. Maloles*  
Cecilia C. Maloles

000 02940

OFFICE OF THE DEPUTY DIRECTOR GENERAL  
FOR REGIONAL OPERATIONS

Philippine Information Agency

**ROUTING SLIP**

DATE: 11/2/25 TIME: 4:30pm

SUBJECT: RPT REQUEST OF MS. MALOLES TO CONDUCT SURVEY

No.	DATE	FROM	FOR	REMARKS
1	15 Feb	POD	ODG-PA	Dear DGM, Good day po. Respectfully endorsing ms. maloles' request to conduct survey to your office. Thank you! Rex S. Pua
2	17 Feb 2025	ODG-PA	ODG	CSW ASST. DIR. GENERAL PHILIPPINE INFORMATION AGENCY
3	18 Feb 2025	HRDD	ODG	Dear DGM, Forwarding herewith request of Ms. Maloles from PIA for the conduct of survey to agency JO personnel. HRDD supports the conduct of survey of Ms. Maloles. Respectfully, HRDD
4	17 Feb 2025	ODG	POD	This is approved. /Cmc

RECEIVED  
FEB 17 2025  
Time: 5:16

OFFICE OF DIRECTOR GENERAL  
RECEIVED  
Name: JPA  
Date: 3/12/25 Time: 4:52

ADMIN-F-013 rev0

**B. Survey Questionnaire****Survey Form**

A survey questionnaire of a study titled “*The Impact of Hiring Contract of Service (COS) Workers in Enhancing Efficiency of Public Service Delivery of the Philippine Information Agency*”.

This survey aims to gather insights into the impact of hiring contracts of service (COS) pertaining to Job Order workers on the efficiency of public service delivery at the Philippine Information Agency.

Your responses will remain confidential and will be used solely for research purposes.

**Instructions:**

Please answer all required questions (\*). Select the most appropriate response.

**Section 1: Personal Information****1. Name(Optional)****2. Age\***

- ☐ 22-25
- ☐ 26-35
- ☐ 36-45
- ☐ 46-55
- ☐ 56 and above

**3. Gender\***

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

**4. Job Position\***

- ☐ Contract of Service (COS)
- ☐ Job Order



- Other: \_\_\_\_\_

## Section 2: Job Relevance and Qualification

5. **Educational Background:** What is the highest level of education you have completed? \*

- High School
- Vocational/Technical
- College Degree
- Other: \_\_\_\_\_

6. **Work Experience:** How many years of relevant experience do you have related to your current job? \*

- Less than 1 year
- 1-3 years
- 3-5 years
- More than 5 years
- Other: \_\_\_\_\_

7. **Training and Development:** Have you completed any training programs relevant to your current role?\*

- Yes
- No
- Other: \_\_\_\_\_

8. **Eligibility based on CSC QS:** Are you currently eligible under the CSC Qualification Standards (e.g., Career Service Professional/Sub-Professional, relevant licensure examinations)? \*

- Yes
- No

○ Other: \_\_\_\_\_

## Section 3: Perception on Contract of Service Workers

For each statement below, please indicate your level of agreement with the following statements using a 4-point Likert scale. Put a check on the box that best corresponds to your answer.

(4) **Strongly Agree** (This indicates that you completely agree with the statement, and it aligns with your experience or perception)

(3) **Agree** (You agree with the statement, but there might be minor areas of improvement or exceptions).

(2) **Disagree** (You do not agree with the statement, and it does not reflect your experience or perception).

(1) **Strongly Disagree** (You strongly disagree with the statement, and it does not reflect your experience or perception)

### Contractual Work Policies\*

(Please indicate your level of agreement with the following statements.)

Statement	4	3	2	1
The policies governing the hiring of Contract of Service workers are clearly defined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The terms of the contract for Contract of Service workers are reasonable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The terms of the contract for Contract of Service workers are fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Contract of Service workers are given adequate job security during their employment term.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The policies allow for flexibility in the roles of Contract of Service workers, improving service delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Training and Development\*

Statement	4	3	2	1
Contract of Service workers are provided with sufficient training to perform their tasks efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training programs for Contract of Service workers are regularly updated to reflect the needs of public service delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The training programs enhance the skills and competencies of Contract of Service workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are opportunities for career development for Contract of Service workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Work Environment\*

Statement	4	3	2	1
The working environment is conducive to productivity for Contract of Service workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Contract of Service workers have access to the necessary tools and resources to perform their job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work environment encourages effective collaboration between Contract of Service workers and permanent staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organization fosters a positive work culture for both permanent and Contract of Service workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Integration with Permanent Staff\*

Statement	4	3	2	1
Permanent staff are supportive of the inclusion of Contract of Service workers in the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract of Service workers are integrated into the organization's workflows alongside permanent staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a clear communication channel between permanent staff and Contract of Service workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The integration of Contract of Service workers helps enhance the overall performance of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Performance Monitoring and Evaluation\*

Statement	4	3	2	1
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Evaluation of Contract of Service workers is based on clear and measurable performance standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The performance of Contract of Service workers is regularly monitored.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feedback from performance evaluation is used to improve service delivery of Contract of Service workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract of Service workers are held accountable for their performance in line with their contract terms.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Quality of Service\*

Statement	4	3	2	1
Contract of Service workers help improve the quality of services provided to the public.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Contract of Service workers meet or exceed the required standards for public service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quality of public service has improved due to the specialized skills of Contract of Service workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract of Service workers actively contribute to enhancing the overall quality of public services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Customer Satisfaction\*

Statement	4	3	2	1

Public satisfaction with services provided by Contract of Service workers is high.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract of Service workers respond promptly to customer inquiries and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The presence of Contract of Service workers leads to better customer experiences and outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer feedback on services delivered by Contract of Service workers is generally positive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Operational Costs\*

Statement	4	3	2	1
Hiring of Contract of Service workers reduces operational costs in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cost-effectiveness of hiring COS workers contributes to better resource allocation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract of Service workers are more cost-efficient compared to permanent employees in delivering public services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The operational costs related to hiring Contract of Service workers are justified by the improvements in service delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Employee Morale and Retention\*

Statement	4	3	2	1
The hiring of Contract of Service workers has a positive impact on employee morale within the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permanent staff perceive the inclusion of Contract of Service workers as a valuable contribution to team dynamics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract of Service workers feel motivated to perform well in their roles due to fair policies and support.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The retention of Contract of Service workers is positively influenced by their work environment and job satisfaction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Thank you for your time and participation!**

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