

Corporate Policies and Practices among Contingent Workers in Private Retail Stores: Basis for Intervention Measures

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ABSTRACT

This study explores the complex landscape of business policies and practices relating to contingent labor in the setting of independent retail stores. The workforce in the retail sector is largely made up of contingent workers, who frequently include temporary, part-time, seasonal, and contract employees. Due to the needs of contemporary techniques like just-in-time production as well as seasonal and cyclical dynamics, contingent contracts enable some businesses to maximize employee flexibility. They regrettably frequently earn less money and receive less benefits than regular full-time or "permanent" employees, and they are less likely to be covered by labor and employment regulations. This study utilized the descriptive method of research (Walpole, 2023). As widely accepted, the descriptive method of research is a fact-finding study that involves adequate and accurate interpretation of findings. The purpose of this study is to affirm contingent workers' valuable role in diversifying the forms of employment relationships available to meet the needs of companies and workers following the corporate policy and practices and what intervention measures will be used to have a smooth operational flow within a company.

INTRODUCTION

The goal of the current generation is to become globally competitive. However, there is a global crisis that hinders achieving one's goals including unemployment. Even countries in the first world country are also experiencing this type of global phenomenon. In the previous year, the Philippines has an employment rate of 14.22 percent which is very alarming.

The group of people who are most likely affected by this global issue are the contingent workers. The contingent workforce are those workers working temporarily or in a probationary status or employees who are not classified as permanent or regular employees, in which there is uncertainty in their tenure of work. Khan (2023) mentioned in her article that contingent workforce participation to various industries were predicted to growth by 53% by year 2023. She also stated that economic phenomena such as recessions, labor shortages, inflations contribute to the rise of contingent work. After the COVID-19 pandemic, there was a massive increase of Asians in the contingent workforce, particularly in 2021.

In the Philippines, specifically in the Retail Industries owned by private institutions are still utilizing this type of employment despite of the executive order filed by former President Rodrigo Duterte against contractualization last May 1, 2018. Once the contingent worker employment comes to an end, they will be part of the unemployed. This kind of national issue is difficult to cure, which is why it is imperative to protect workers.

The administration that is responsible for developing corporate policies and practices has a significant role in this subject matter. According to PowerDMS by NEOGOV, corporate policies and procedures serve several purposes, with the primary goal of protecting employees' rights and safeguarding the company's interests, and visions. They help to form the organization's culture while ensuring employees understand their role in achieving strategic goals.

THEORETICAL REVIEW

The study explores the corporate policies and practices among contingent workers in selected private retail stores toward the proposed intervention measure. Specifically, this study aims to answer the following:

1. What are the Corporate Policies and Practices among the contingent workers in selected retail stores?
2. How do the two groups of respondents assess the contingent worker's performance in terms of:
 - a. Ability;
 - b. Effort;
 - c. Support;
 - d. Co-employees relationships;
 - e. Supervision;
 - f. Career Development; and
 - g. Consistency and Fairness?
3. Is there a significant difference in the assessment of the two groups of respondents on the above-mentioned variables?

4. Based on the results of the study, what intervention measures may be proposed?

METHODOLOGY

This study utilized the descriptive method of research (Walpole, 2023). As widely accepted, the descriptive method of research is a fact-finding study that involves adequate and accurate interpretation of findings. Descriptive research describes a certain present condition. Relatively, the method is appropriate to this study since it aims to describe what intervention measures will be used to improve the work performance of the employees based on the company's corporate policy and practices. The technique that was used under the descriptive method is the normative survey approach and evaluation, which is commonly used to explore opinions according to respondents that can represent a whole population. The purpose of employing the descriptive method is to describe the nature of a condition, as it takes place during the time of the study, and to explore the cause or causes of a particular condition. The researcher opted to use this kind of research considering the desire to acquire first-hand data from the respondents to formulate rational and sound conclusions and recommendations for the study.

The method used in this study is conducting a survey questionnaire. The direct-data type of survey is a reliable source of first-hand information because the researcher directly interacts with the participants. In the survey questionnaire, respondents were given ample time to answer the questions based on their own experiences. In terms of approach, the study employed a quantitative approach. The quantitative approach focused on obtaining numerical findings was used with the survey method.

Population and Sampling

The population of the study was people working in the selected private retail store located in Metro Manila. It was composed of two groups of respondents namely: administration and contingent workers. The sample size for the study was determined using purposive sampling. According to Crossman (2020), a purposive sample is a non-probability sample that selects a population's characteristics and the study's objective. A purposive sampling technique is used in selecting the administration employees and contingent workers.

Research Instrument

The researcher utilized the survey questionnaire on work performance developed by Mostaza (2006). The primary aim of the questionnaire is to determine the respondents' profile and their personal experience in their workplace as to ability, effort, support, co-employee relationship, supervision, career development and consistency, and fairness and their feedback with regards to the existing company policies and practices.

Hypothesis

The major concern of this study is to identify if there is no significant difference in the assessment of the two groups of respondents on the following independent variables: ability, effort, support, co-employee relationship, supervision, career development, consistency, and fairness.

RESULTS

Table 1. Assessment in the Implementation of Company Policy

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. Dress Code	4.83	HI	4.49	HI	4.66	HI	2
2. Payday	4.92	HI	4.37	HI	4.65	HI	3
3. Company Property	4.72	HI	4.03	I	4.38	HI	4.5
4. Benefits	4.50	HI	3.72	I	4.11	I	7
5. Attendance	4.81	HI	4.60	HI	4.71	HI	1
6. Leaves	4.83	HI	3.99	I	4.41	HI	6
7. Code of Conduct	4.53	HI	4.22	HI	4.38	HI	4.5
Overall Weighted Mean	4.73	HI	4.20	HI	4.47	HI	

Legend:

- 4.20 - 5.00 Highly Implemented (HI)
- 3.40 - 4.19 Implemented (I)
- 2.60 - 3.39 Moderately Implemented (MI)
- 1.80 - 2.59 Slightly Implemented (SI)
- 1.00 - 1.79 Not Implemented (NI)

Table 1 presents the assessment of the implementation of company policy for the administration and contingent workers. Overall, ranked 1, 2, and 3, "Attendance," "Dress Code," and "Payday" rated as "Highly Implemented" as supported by a composite mean of 4.71, 4.66, and 4.65; in equal ranking "Company Property," and "Code of Conduct" with both composite mean of 4.38; Ranked 6, "Leaves" with a composite mean of 4.41; "Benefits" was rated as "Implemented" as supported by a composite mean of 4.11. Combining the obtained composite mean ratings resulted in an overall weighted mean of 4.47, verbally interpreted as "Highly Implemented."

Table 2. Assessment in the Implementation of Company Practices

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. Recruiting	4.83	HI	4.71	HI	4.77	HI	1
2. Selecting	4.69	HI	4.63	HI	4.66	HI	3
3. Hiring	4.81	HI	4.69	HI	4.75	HI	2
4. Orientation	4.22	HI	4.21	HI	4.22	HI	4
5. Training	3.28	I	3.64	I	3.46	I	5
Overall Weighted Mean	4.37	HI	4.38	HI	4.37	HI	

Table 2 shows the Assessment of the respondents in the Implementation of Company Practices. Summarily, ranked 1,2,3, and 4 “Recruiting,” “Hiring,” “Selecting,” and “Orientation” were rated as “Highly Implemented” as supported by a composite mean of 4.77, 4.75, 4.66, and 4.22; only “Training” got the lowest composite mean of 3.46, verbally interpreted “Implemented.” This resulted in a grand mean of 4.37, verbally interpreted otherwise.

Falola et al (2014) confirmed that training is important for the survival of any organization. It is also imperative for the effective performance of employees, enhancement of employees’ ability to adapt to the changing and challenging business environment and technology for better performance and increase employees’ knowledge to develop creative and problem-solving skills. Dessler (2007), also proves that training is a planned process to modify attitudes, knowledge, or skill behavior through learning experience to achieve effective performance in an activity or range of activities, as defined in the glossary of training terms. The emphasis is on planned processes and effective performance. Training also refers to the methods used to guide new or present employees on the skills they need to perform their job. Training, therefore, entails a deliberately planned process that is carried out systematically and aimed at bringing about effective performance. The performance of any organization is dependent on the quality of its workforce.

Table 3. Summary Assessment

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. Policy	4.73	HI	4.20	HI	4.47	HI	1
2. Practices	4.37	HI	4.38	HI	4.37	HI	2
Grand Mean	4.55	HI	4.29	HI	4.42	HI	

Table 3 Summary Assessment of the Policy and Practices implemented for administrations and contingent workers. Both respondents rated both indicators as “Highly Implemented” Ranked 1, “Policy” with a composite mean of 4.47, and Ranked 2, with a composite mean of 4.37; combining these values resulted in a grand mean of 4.42, verbally interpreted likewise.

1. Ability

Table 4. Assessment of Work Performance as to Ability

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. Possess job information.	4.31	E	4.33	E	4.32	E	11.5
2. Possess job understanding requirements.	4.33	E	4.43	E	4.41	E	2.5
3. Have the ability to carry out instruction with less supervision.	4.42	E	4.38	E	4.39	E	4
4. Observe accuracy, neatness, and	4.50	E	4.40	E	4.42	E	1

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	thoroughness of work.						
5.	Have productive output.	4.42	E	4.29	E	4.32	E 11.5
6.	Am capable of using my knowledge and skills in different tasks.	4.31	E	4.38	E	4.36	E 6.5
7.	Give timely output.	4.42	E	4.37	E	4.38	E 5
8.	Make excellent decisions in various situations arising in my job.	4.42	E	4.34	E	4.36	E 6.5
9.	Exhibit speed and consistency of output.	4.42	E	4.29	E	4.31	E 13
10.	Generate good suggestions and ideas.	4.42	E	4.31	E	4.33	E 10
11.	Have a strong sense of responsibility.	4.47	E	4.34	E	4.36	E 6.5
12.	Communicate with matters clearly.	4.44	E	4.34	E	4.36	E 6.5
13.	Understand work instructions quickly.	4.42	E	4.41	E	4.41	E 2.5
14.	Adjust to new work situations easily.	4.28	E	4.26	E	4.26	E 14
15.	Maintain quality of output even under time pressure.	4.25	E	4.20	E	4.21	E 15
	Overall Weighted Mean	4.39	E	4.34	E	4.37	E

Legend:

5	4.20 - 5.00	Excellent	(E)
4	3.40 - 4.19	Very Good	(VG)
3	2.60 - 3.39	Good	(G)
2	1.80 - 2.59	Fair	(F)
1	1.00 - 1.79	Poor	(P)

Table 4 presents the Assessment of Work Performance as to Ability. Combining the assessment of both respondents, Ranked 1 "Observe accuracy, neatness and thoroughness of work" with an average weighted mean of 4.42; in equal Ranked "Possess job understanding requirement," and "Understand work instructions quickly" got an average weighted mean of 4.41; Ranked 4, and 5 "Have the ability to carry out instruction with less supervision," and "Give timely output" with an average weighted mean of 4.39 and 4.38; in both ranking, "Am capable of using my knowledge and skills in different task," "Make excellent decisions in various situations arising in my job," "Have strong sense of responsibility," "Communicate with matters clearly" as supported by their composite mean of 4.36; Ranked 10, "Generate good suggestions and ideas" got a composite mean of 4.33; in both ranking, "Possess job information," and "Have productive output" were supported by a composite mean of 4.32; Ranked 13, 14, and 15 "Exhibit speed and consistency of output," "Adjust to new work situation easily," and "Maintain quality of output even under time pressure" with their obtained composite mean of 4.31, 4.26 and 4.21 and these obtained a grand mean of 4.37.

2. Effort

Table 5. Assessment of Work Performance as to Effort

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. Exercise full extent of initiative as required by the job.	4.44	E	4.34	E	4.39	E	6.5
2. Exercise economy of time and materials.	4.39	E	4.41	E	4.40	E	4.5
3. Observe regular attendance of my work.	4.47	E	4.29	E	4.38	E	8
4. Report to work on time.	4.33	E	4.38	E	4.36	E	10.5
5. Do overtime as the need arises.	4.36	E	4.36	E	4.36	E	10.5
6. Work with interest and enthusiasm.	4.17	E	4.27	E	4.22	E	15
7. Maintain neat and clean work area.	4.47	E	4.35	E	4.41	E	3
8. Exercise care of items and/or store equipment	4.44	E	4.43	E	4.44	E	1.5
9. Exemplify diligent work habits.	4.47	E	4.32	E	4.40	E	4.5
10. Observe courtesy in handling clients.	4.44	E	4.20	E	4.32	E	14
11. Accomplish work assignments more than what is expected.	4.47	E	4.40	E	4.44	E	1.5
12. Observe proper grooming.	4.39	E	4.35	E	4.37	E	9
13. Accept better methods of doing job.	4.47	E	4.31	E	4.39	E	6.5
14. Assist co-workers and customers all the time.	4.33	E	4.37	E	4.35	E	13
15. Use working time productively.	4.42	E	4.29	E	4.36	E	10.5
Overall Weighted Mean	4.41	E	4.34	E	4.37	E	

Table 5 shows the assessment on work performance as to effort. Ranking the assessment of the two groups of respondents shows an equal Ranking “Exercise care of items and/or store equipment,” and “Accomplish work assignments more than what is expected” with both composite mean of 4.44 and Ranked 3, “Maintain neat and clean work area” as supported by a composite weighted mean of 4.41; meanwhile, Ranked equally, “Exercise economy of time and materials,” and “Exemplify diligent work habits,” and

“Exercise full extent of initiative as required by the job,” “Accept better methods of doing job” with both composite weighted mean of 4.40 and 4.39; Ranked 8, 9 “Observe regular attendance of my work,” “Observe proper grooming” and in Ranked equally “Report to work on time,” “Do overtime as the need arises,” “Use working time productively,” Ranked 13, 14 “Assist co-workers and customers all the time,” “Observe courtesy in handling clients” and came out to be the lowest indicator “Work with interest and enthusiasm” as supported by their obtained composite mean of 4.38, 4.37, 4.36 and 4.22, respectively with a grand mean of 4.37.

It only implies that contingent effort in the performance of their duties revealed that they work with interest and enthusiasm.

3. Support

The Assessment on Work Performance as to Support is presented in Table 6. The Administration rated the indicators as “Excellent” as evidenced by their mean ratings of 4.33, 4.42, 4.36, 4.31, 4.42, 4.39, 4.22, 4.19, which resulted to an overall weighted mean of 4.32, verbally interpreted likewise. Moreover, the contingent workers also assessed the indicators as “Excellent” as supported by their obtained weighted mean rating of 4.38, 4.40, 4.33, 4.36, 4.32, 4.43, 4.34, 4.28, 4.31, and 4.41, respectively; resulting to an overall weighted mean of 4.36.

Table 6. Assessment on Work Performance as to Support

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. I'm given proper and sufficient orientation.	4.33	E	4.38	E	4.36	E	8.5
2. Receive sufficient and appropriate training.	4.33	E	4.40	E	4.37	E	4.5
3. I'm not provided with adequate supplies and equipment.	4.42	E	4.33	E	4.38	E	2.5
4. Receive clear instructions and job expectations.	4.36	E	4.40	E	4.38	E	2.5
5. Experience cooperation from co-workers and other departments.	4.31	E	4.36	E	4.34	E	10
6. I'm oriented to clearly defined task goals.	4.42	E	4.32	E	4.37	E	4.5
7. Receive encouragement and feedback.	4.39	E	4.43	E	4.41	E	1
8. I'm provided with information necessary for managing work demands.	4.22	E	4.36	E	4.29	E	13

9.	Receive a market-competitive base wage or salary.	4.19	E	4.34	E	4.27	E	15
10.	I'm allowed to try new work methods.	4.33	E	4.28	E	4.31	E	12
11.	Am given the opportunity to learn new work trends.	4.42	E		E		E	
				4.31		4.37		4.5
12.	Work in a pleasant, safe and clean work environment.	4.31	E	4.41	E	4.36	E	8.5
13.	Receive financial and/or moral assistance for family problems.	4.33	E		E		E	
				4.41		4.37		4.5
14.	Am allowed to take break time from voluminous work.	4.22	E	4.34	E	4.28	E	14
15.	Support group's effort in attaining goals.	4.33	E		E		E	
				4.31		4.32		11
	Overall Weighted Mean	4.32	E	4.36	E	4.34	E	

Therefore, the assessment of the two groups shows that Ranked 1, "Receive encouragement and feedback," as supported by a composite mean of 4.41; Ranked equally, "I'm not provided with adequate supplies and equipment," "Receive clear instructions and job expectations," as supported by their composite mean of 4.38; "Receive sufficient and appropriate training," "I'm oriented to clearly defined task goals," "Am given the opportunity to learn new work trends," and "Receive financial and/or moral assistance for family problems" with both composite mean of 4.37; next indicators in both ranking of "I'm given proper and sufficient orientation," and "Work in a pleasant, safe and clean work environment"; Ranked 10, 11, 12, 13, 14, and 15, "Experience cooperation from co-workers and other departments," "Support group's effort in attaining goals," "I'm allowed to try new work methods," "I'm provided with information necessary for managing work demands," "Am allowed to take break time from voluminous work," and "Receive a market-competitive base wage or salary" as supported by composite mean values of 4.34, 4.32, 4.29, 4.28, and 4.27, respectively resulting to a grand mean of 4.34, verbally interpreted as "Excellent."

It is very evident that management is in support of the contingent workers by receiving a market-competitive base wage or salary which is comparable to other companies of similar nature.

Angeles, Saludo, Virtus, & Tun (2016), probed that, workers want to contribute their full potential in the company. Another key factor is by giving recognition to employees for their outstanding performance within a period of time. This is intended because the management would like to recognize its employees and so that they will be motivated to continuously accomplish

actions and task assigned to them. At the same time, when employees trust the management, it will provide positive feedback in operating the business.

There is also trust between the management and the employees. The feeling of being trusted by the company is also a source of motivation. It helps the workforce to feel that they are part of the team or a family. With the creativity cooperation and trust, performance of the workforce will increase that leads to the success of the company.

4. Co-employees relationships

Table 7 Assessment of Work Performance as to Co-employees relationships. For the administration, all indicators were rated as “Excellent” as supported by their weighted mean of 4.25, 4.47, 4.33, 4.56, 4.28, 4.22, and 4.33, respectively resulting to an overall weighted mean of 4.35.

As mentioned earlier Angeles, Saludo, Virtus, & Tun (2016), probed that trust between the management and the employees is important. The feeling of being trusted by the company is also a source of motivation. It helps the workforce to feel that they are part of the team or a family. With the creativity cooperation and trust, performance of the workforce will increase that leads to the success of the company.

Table 7. Assessment of Work Performance as to Interpersonal Relationship

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. Enjoy the company of the people I'm working with.	4.25	E	4.27	E	4.26	E	14.5
2. Feel a sense of belongingness.	4.47	E	4.36	E	4.42	E	3.5
3. Accepted by my co-workers.	4.25	E	4.37	E	4.31	E	10
4. Experience teamwork.	4.25	E	4.27	E	4.26	E	14.5
5. Experience good communication.	4.47	E	4.36	E	4.42	E	3.5
6. Experience sharing of knowledge inside the store.	4.25	E	4.34	E	4.30	E	11.5
7. Trust the people I work for.	4.47	E	4.40	E	4.44	E	2
8. Am treated and cared for as a person.	4.33	E	4.27	E	4.30	E	11.5
9. Experience rapport and camaraderie among employees.	4.56	E	4.40	E	4.48	E	1
10. Observe courtesy to one another.	4.33	E	4.38	E	4.36	E	6
11. Often receive friendly greetings from colleagues.	4.28	E	4.37	E	4.33	E	7.5
12. Was taught by my co-workers the do's and don'ts inside	4.22	E	4.34	E	4.28	E	13

13.	the store premises. Am considered of my occasional mistakes.	4.28	E	4.37	E	4.33	E	7.5
14.	Can work well with others.	4.33	E	4.31	E	4.32	E	9
15.	Cooperate with other employees and departments.	4.47	E	4.32	E	4.40	E	5
Overall Weighted Mean		4.35	A	4.34	E	4.34	E	

For the contingent worker, it was also assessed as “Excellent” and evidenced by their weighted mean of 4.27, 4.36, 4.37, 4.34, 4.40, 4.38, 4.31, and 4.32, respectively with an overall weighted mean of 4.34.

Ranking the result of the assessment by the two groups of respondents, Ranked 1 and 2, “Experience rapport and camaraderie among employees,” “Trust the people I work for” 4.48 and 4.44; Ranked equally, “Feel a sense of belongingness,” “good communication,” with a composite mean of 4.42; Ranked 5, 6 “Cooperate with other employees and departments,” “Observe courtesy to one another” 4.40 and 4.36; Equally Ranked, “Often receive friendly greetings from colleagues,” “Am considered of my occasional mistakes” with a composite weighted mean of 4.33; Ranked 9, 10, 11 12 “Can work well with others,” “Accepted by my co-workers,” “Am treated and cared for as a person,” and “Was taught by my co-workers the do's and don'ts inside the store premises” as supported by their composite weighted mean of 4.32, 4.31, 4.30, and 4.28, respectively; meanwhile Ranked equally “Experience sharing of knowledge inside the store” and “Am treated and cared for as a person” with a composite mean of 4.30; Ranked 13 “Was taught by my co-workers the do's and don'ts inside the store premises” got a composite weighted mean of 4.28; and equally ranked as lowest indicators “Enjoy the company of the people I'm working with,” and “Experience teamwork” as supported by their composite mean of 4.26. Combining these values resulted to a grand mean of 4.34 verbally interpreted as “Excellent.”

5. Supervision

Table 8 reveals the Assessment of Work Performance as to Supervision. The administration rated all indicators as “Excellent” as supported by their weighted mean of 4.58, 4.39, 4.33, 4.36, 4.44, 4.31, 4.22, 4.50, 4.47, and 4.25, respectively and resulted to an overall weighted mean of 4.38.

Table 8. Assessment of Work Performance as to Supervision

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. Listen to his people.	4.58	E	4.40	E	4.49	E	1
2. Give a hand to the employee when needed.	4.39	E	4.29	E	4.34	E	12
3. Treats employees	4.33		4.36		4.35		

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	fairly and consistently.		E		E		E	10.5
4.	Orient new employees.	4.36	E	4.43	E	4.40	E	4
5.	Trains employees to do their job well.	4.39	E	4.35	E	4.37	E	7.5
6.	Coaches his employees.	4.44	E	4.40	E	4.42	E	3
7.	Show concern on work and/or personal problems of employee.	4.33	E	4.38	E	4.36	E	9
8.	Exercise patience in employee guidance.	4.39	E	4.34	E	4.37	E	7.5
9.	Always visible in the work place.	4.31	E	4.30	E	4.31	E	15
10.	Addresses employee concerns promptly.	4.36	E	4.34	E	4.35	E	10.5
11.	Provide performance feedback.	4.22	E	4.41	E	4.32	E	13.5
12.	Set a good example.	4.44	E	4.34	E	4.39	E	5.5
13.	Is competent.	4.50	E	4.43	E	4.47	E	2
14.	Gives clear instructions.	4.47	E	4.31	E	4.39	E	5.5
15.	Communicates job expectations clearly.	4.25	E	4.38	E	4.32	E	13.5
	Overall Weighted Mean	4.38	E	4.36	E	4.37	E	

For the contingent workers, all indicators were rated as “Excellent” 4.40, 4.29, 4.36, 4.43, 4.35, 4.38, 4.34, 4.30, and 4.41 respectively and resulted to an overall weighted mean of 4.35, verbally interpreted likewise.

Summarizing the assessment of the two groups of respondents, Ranked 1, 2, 3 and 4 “Listen to his people,” “Is competent,” “Coaches his employees” and “Orient new employees,” 4.42, 4.49, 4.47, 4.40; Ranked equally “Set a good example,” and “Gives clear instructions,” “Exercise patience in employee guidance,” and “Trains employees to do their job well,” with composite mean of 4.39, 4.37; Ranked 9, “Show concern on work and/or personal problems of employee” with a composite mean of 4.36; Ranked equally, “Treats employees fairly and consistently,” and “Addresses employee concerns promptly” with both composite mean of 4.35; “Give a hand to the employee when needed” with a composite mean of 4.34; Ranked equally, “Provide performance feedback,” “Communicates job expectations clearly” with a composite mean of 4.32; and the lowest among the indicators Ranked 15, “Always visible in the work place.” This resulted to a grand mean of 4.37, verbally interpreted as “Excellent.”

Zhang (2012), stressed that, when the managers or professions set up objectives, they should consider the culture of the organization, the knowledge and skills of employees and other problems. As a result, the objectives could be more achievable and motivating employee better. Then, managers or professions need to create a comprehensive model for financial appraisal to asses employees fairly and consequently to motivate better employee performance. It is obviously that performance management is useful and

meaningful for an organization to improve employee and organizational performance.

6. Career Development

Table 9 presents the assessment of work performance as to career development. All indicators were rated as “Excellent” as supported by the obtained weighted mean of 4.36, 4.25, 4.28, 4.36, 4.42, 4.53, and 4.61, respectively with an overall weighted mean 4.38.

Meanwhile, the contingent workers’ assessment resulted to an overall weighted mean of 4.35, verbally interpreted as “Excellent” and with respective weighted mean of 4.29, 4.38, 4.44, 4.31, 4.34, 4.36, 4.33, and 4.37.

Table 9. Assessment of Work Performance as to Career Development

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. Am given the opportunity to attend seminars.	4.36	E	4.29	E	4.33	E	9
2. Learned new skills.	4.25	E	4.38	E	4.32	E	10
3. Receive quality training to execute my job effectively and efficiently.	4.28	E	4.44	E	4.36	E	4.5
4. Was trained to enhance my skills.	4.36	E	4.31	E	4.34	E	7.5
5. Am given some sense of control over my work.	4.36	E	4.34	E	4.35	E	6
6. Am given the opportunity to try my work ideas.	4.42	E	4.36	E	4.39	E	3
7. Interact with different people inside the store.	4.53	E	4.36	E	4.44	E	2
8. Am given the opportunity to handle different job position.	4.61	E	4.33	E	4.47	E	1
9. Am allowed to join in company's team building.	4.36	E	4.36	E	4.36	E	4.5
10. Have the opportunity to be promoted.	4.31	E	4.37	E	4.34	E	7.5
Overall Weighted Mean	4.38	E	4.35	E	4.37	E	

Summarizing the assessment of the two groups of respondents shows Ranked 1, 2, 3, 5, “Am given the opportunity to handle different job position,” “Interact with different people inside the store,” “Am given the opportunity to try my work ideas,” 4.47, 4.44, 4.39; and of equal Ranked 4.5 “Receive quality training to execute my job effectively and efficiently,” and “Am allowed to join in company's team building” with composite mean of 4.36; “Am given some

sense of control over my work,” with composite mean of 4.35; Ranked 7.5 “Was trained to enhance my skills” and “Have the opportunity to be promoted,” with both composite mean of 4.34; Ranked 9 and 10 “Am given the opportunity to attend seminars,” and “Learned new skills” with composite mean of 4.33 and 4.32. This resulted to a grand mean of 4.37, verbally interpreted as “Excellent.”

Aquino (2013) states that, leadership role is demonstrated in all aspects of the general duties. Leadership has to do with the initiation, organization, motivation and direction of the actions of the members of a group in a specific situation towards the achievement of the objectives of group.

7. Consistency and Fairness

Table 10. Assessment on Work Performance as to Consistency and Fairness

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. All employees have equal opportunities to be promoted	4.44	E	4.36	E	4.40	E	4
2. Employees may experience branch rotation.	4.42	E	4.41	E	4.42	E	2
3. Rotation of work is done as per policy schedule.	4.47	E	4.35	E	4.41	E	3
4. All employees are given enough time for lunch break and coffee break.	4.25	E	4.38	E	4.32	E	9
5. Break-in period is observed before the start of a job rotation	4.47	E	4.31	E	4.39	E	5
6. Training is provided to all employees for new tasks.	4.53	E	4.39	E	4.46	E	1
7. Allow employees to take leave of absence.	4.33	E	4.38	E	4.36	E	7
8. All employees may receive benefits (13 th month pay, bonus, tax refund, bereavement/fire assistance etc.)	4.25	E	4.27	E	4.26	E	10
9. Rules and regulations are applied to all employees regardless of their position.	4.50	E	4.24	E	4.37	E	6
10. Same punishment will be applied to those employees not following company's policies and procedure.	4.36	E	4.29	E	4.33	E	8
Overall Weighted Mean	4.40	E	4.34	E	4.37	E	

Meanwhile, contingent workers also believed and rated all indicators as the assessment on work performance as to consistency and fairness is presented in Table 10. Administration assessed the indicators as "Excellent" as supported by their obtained weighted mean ratings of 4.44, 4.42, 4.47, 4.25, 4.53, 4.33, 4.50, 4.36, respectively resulting to an overall mean of 4.40. "Excellent" as supported by weighted mean of 4.36, 4.41, 4.35, 4.38, 4.31, 4.39, 4.27, 4.24, and 4.29, respectively with an obtained overall mean of 4.34.

Overall assessment of the two groups of respondents, Ranked 1, 2, 3, 4, 5 "Training is provided to all employees for new tasks," "Employees may experience branch rotation," "Rotation of work is done as per policy schedule," "All employees have equal opportunities to be promoted," "Break-in period is observed before the start of a job rotation," "Rules and regulations are applied to all employees regardless of their position," "Allow employees to take leave of absence," "Same punishment will be applied to those employees not following company's policies and procedure," "All employees are given enough time for lunch break and coffee break," and the lowest among the indicators "All employees may receive benefits (13th month pay, bonus, tax refund, bereavement/fire assistance etc.)" as supported by their composite mean rating of 4.46, 4.42, 4.41, 4.40, 4.39, 4.37, 4.36, 4.33, 4.32 and 4.26, respectively resulting to a grand mean of 4.37, verbally interpreted likewise.

Kular et al (2008), has explained that boosting employee behavior means strengthening employee performance and ultimately benefiting the company. To strengthen performance offering only monetary rewards cannot be a useful tool. Sometimes these rewards can work negatively. For example, when employees see that a drop in productivity results in monetary incentives for a return to normal productivity levels, they may repeatedly reduce their performance. At present day employees give less emphasis on monetary rewards and put more value to their professional development. If the company nurtures the growth and development of employees, they will positively work for the company. By creating a sense affiliation within the organization, management can ensure higher levels of productivity and a higher retention rate. There is a close relation between motivation and retention of employees in the organization. De-motivated and frustrated employees typically leave the job which has a negative impact on production. Money is not the ultimate solution, Rather job enrichment, affiliation, and even simply expressing thanks can motivate employees and foster their performance.

Table 11. Summary Assessment

Indicators	Administration		Contingent Workers		Composite Mean		Rank
	WM	I	WM	I	AWM	I	
1. Ability	4.39	E	4.34	E	4.37	E	1.5
2. Effort	4.41	E	4.34	E	4.37	E	1.5
3. Support	4.32	E	4.36	E	4.34	E	6.5
4. Co-employees relationship	4.35	E	4.34	E	4.34	E	6.5
5. Supervision	4.38	E	4.36	E	4.37	E	1.5
6. Career Development	4.38	E	4.35	E	4.37	E	1.5
7. Consistency and Fairness	4.40	E	4.34	E	4.37	E	1.5
Overall Weighted Mean	4.38	E	4.35	E	4.37	E	

Table 11 is the Summary Assessment of the seven indicators and as viewed by the administrator that all indicators were rated as “Excellent” resulted to an obtained composite mean of 4.39, 4.41, 4.32, 4.35, 4.38, and 4.40, respectively.

Contingent workers on the other hand, believed that indicators were all rated as “Excellent” as supported by composite mean ratings of 4.34, 4.36, 4.35, and 4.34 respectively. This resulted to a grand mean of 4.37 verbally interested as “Excellent.”

The two groups of respondents show an equal ranking of the following indicators as “Ability,” “Effort,” “Supervision,” “Career Development,” “Consistency and Fairness” with both composite mean of 4.37; while the two others “Support,” and “Co-employees relationship,” were rated “Excellent” as evidenced by a composite mean of 4.34. Combining the results yielded a grand mean of 4.37, verbally interpreted likewise.

Sub Problem No. 3. Is there a significant difference in the assessment of the two groups of respondents on the aforementioned variables?

Table 12. Significant Difference between the Assessment of Administration and Contingent Workers on Work Performance

Attributes	t-value	Decision	Decision
Ability	0.0098	AcceptH ₀	No Significant Difference
Effort	0.0170	AcceptH ₀	No Significant Difference
Support	0.0093	AcceptH ₀	No Significant Difference
Co-employees relationships	0.0014	AcceptH ₀	No Significant Difference
Supervision	0.0068	AcceptH ₀	No Significant Difference
Career Development	0.0069	AcceptH ₀	No Significant Difference
Consistency and Fairness	0.0206	AcceptH ₀	No Significant Difference

t-ratio $\alpha = 0.05$, Critical Value = 1.6535

Table 12 presents the significant difference between the assessment of administrations and contingent workers on the work performance. It further shows that with respect to the "Ability" the t-value (0.0098) is less than the critical value (1.6535), accepts the null hypothesis; "Effort" the t-value (0.0170) is less than the critical value (1.6535), accepts the null hypothesis; "Support" the t-value (0.0093) is less than the critical value (1.6535), accepts the null hypothesis; "Co-employees relationships" the t-value (0.0014) is less than the critical value (1.6535), accepts the null hypothesis; "Supervision" the t-value (0.0068) less than the critical value (1.6535), accepts the null hypothesis; "Career Development" the t-value (0.0069) less than the critical value (1.6535), accepts the null hypothesis; and "Consistency and Fairness" the t-value (0.0206) less than the critical value (1.6535), accepts the null hypothesis.

The results only mean that, with respect to the preference of the administration and contingent workers respondents, it is concluded that there is no significant difference on the assessment of administration and contingent workers on the work performance as to Ability, Effort, Support, Co-employees relationships, Supervision, Career Development, Consistency and Fairness.

This implies that, there should be a continuous aid or training, orientation, and seminars on Corporate Policies and Practices to the administration and contingent workers for them to fully understand the sense of good company practices, responsibility, and perseverance because of the right Ability, Effort, Support, Co-employees relationships, Supervision, Career Development, and Consistency and Fairness that are incorporated on their work performance.

Scott and Media (2016) probed on their Company Policies & Procedures; Company policies and procedures establish the rules of conduct within an organization, outlining the responsibilities of both employees and employers. Company policies and procedures are in place to protect the rights of workers as well as the business interests of employers. Depending on the needs of the organization, various policies and procedures establish rules regarding employee conduct, attendance, dress code, privacy and other areas related to the terms and conditions of employment.

Based on the claim of Joseph (2012), internal company policies are a set of documented guidelines that establish standards in areas such as proper procedures and employee behavior. In many cases, internal policies must meet certain legal requirements, such as those regarding an employee's right to privacy. The types of policies companies implement vary widely, depending on the nature of the business and the management's philosophy.

Sub Problem No. 4. Based on the results of the study, what intervention measures may be proposed?

Based on the results on Assessment of Administration and Contingent Workers on Work Performance among the seven variables: Ability, Effort, Support, Co-employees relationships, Supervision, Career Development, Consistency and Fairness. It shows that an action plan for the Co-employees

relationships which is the seventh in rank as perceived by the Administration and Contingent Workers.

Table 13. Intervention Measures: Action Plan for Enhance Co-Employee Relationship

Areas of Concern	Proposed Activity	Objective	Person Responsible	Time Frame	Allocated Budget
To improve Co-Employee Relationship	Encourage teamwork through formal and informal team-building	To gain respect and trust amongst co-workers and between supervisors and staff leads to greater collaboration, innovation and efficiency in the workplace.	Management	Annually	₱1.5M
	Seminars and Orientation Programs	A form of employee training designed to introduce new employees to their job, the people they will be working with, and the larger organization.	HR Department	Semi - Annually	₱500,000
	Distribute a copy of a clear and concise company vision and mission statement to each employee.	To ensure employees will act base on their understanding of what is and is not acceptable workplace conduct	HR Department	Upon Hiring	₱5,000 a year
	Tuition Reimbursement	To institute a full or partial tuition reimbursement program to gain additional education that will help them within your company	Management, HR and Accounting Department	Upon submission of all the requirements needed by the HR and Accounting Department with the approval of Management Note: List of selected schools are provided by the company	₱2M
	To give the administration employees the "corporate policies and practices manual"	Ensure employees clearly understand expectations and consequences of misconduct. Influence employee behavior and support ethical, compliant decision making.	Management and HR Department	Upon Hiring	₱150,000 a year

DISCUSSION

Summary of Findings

The significant findings of the study are as follows:

1. On the respondents' assessment of corporate policies and practices for the contingent workers

In the summary of the Assessment of the Policy and Practices implemented for administrations and contingent workers. Both respondents rated both

indicators as “Highly Implemented” Ranked 1, “Policy” with a composite mean of 4.47 and Ranked 2, with a composite mean of 4.37; combining these valued resulted to a grand mean of 4.42, verbally interpreted as Highly Implemented.

Benefits and Trainings got the lowest composite mean of 4.11 and 3.46, verbally interpreted respectively as implemented.

2. *On the respondents' assessment of contingent workers' performance in terms of ability, effort, support, co-employee relationships, supervision, career development, consistency, and fairness*

In the summary assessment of the seven indicators and as viewed by the administrations, all indicators were rated as “Excellent” resulted to an obtained composite mean of 4.39, 4.41, 4.32, 4.35, 4.38, and 4.40, respectively.

Contingent workers on the other hand, believed that indicators were all rated as “Excellent” as supported by composite mean ratings of 4.34, 4.36, 4.35, and 4.34 respectively. This resulted to a grand mean of 4.37 verbally interested as “Excellent.”

Combining the results yielded a grand mean of 4.37, verbally interpreted excellent.

3. *On the significant difference in the assessment of the two groups of respondents on the aforementioned variables*

As to the “Ability,” the t-value (0.0098) is less than the critical value (1.6535), accepts the null hypothesis; “Effort” the t-value (0.0170) is less than the critical value (1.6535), accepts the null hypothesis; “Support” the t-value (0.0093) is less than the critical value (1.6535), accepts the null hypothesis; “Co-employees relationships” the t-value (0.0014) is less than the critical value (1.6535), accepts the null hypothesis; “Supervision” the t-value (0.0068) less than the critical value (1.6535), accepts the null hypothesis; “Career Development” the t-value (0.0069) less than the critical value (1.6535), accepts the null hypothesis; and “Consistency and Fairness” the t-value (0.0206) less than the critical value (1.6535), accepts the null hypothesis.

4. *On the proposed intervention measures*

An action plan for the Co-employees relationships was made, which is the seventh in rank as perceived by the Administration and Contingent Workers.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of the study, the following conclusions were drawn:

1. Benefits and Training got the lowest composite mean and verbally interpreted as Implemented.
2. Respondents' assessment of contingent workers' performance was interpreted as Excellent.
3. There is no significant difference in the assessment of administration and contingent workers on work performance as to Ability, Effort, Support, Co-employees relationships, Supervision, Career Development, Consistency, and Fairness.

4. An action plan for the Co-employees relationships is the seventh in rank as perceived by the Administration and Contingent Workers.

Based from the conclusions of the study, the following are the recommendations:

Company

1. Continuous training should be viewed as a strategic objective within companies. Company's policies should acknowledge that training their staff for their specific functions or for compliance is essential.
2. The company objective should provide all of the resources the employees need to remain as productive as possible.
3. Ensuring that policies and practices are in place for succession planning, businesses should ensure they are in compliance with regulatory rules and guidelines (i.e. ISO 9000 Quality Management System).
4. The company should establish rules that address any violations of corporate policies and practices. Stating the consequences for violating business policy puts the employee on notice and also increases the employer's options for effectively dealing with behaviors contrary to policy.
5. It is also recommended that the company should provide an employee development program. Seminars on sales management, personal selling and other marketing related topics are also recommended for these will help enhance their career. Also, it is recommended that seminars be done half day quarterly.

Administrators

1. The Administrations must understand the acceptable behavior boundaries at work.
2. Administrations should provide training and workshop opportunities for staff in order to keep them updated and improve their knowledge and skills.
3. The Administrations should strive to support every branch and contingent employees. Promotions should be based on level of competencies and job performance and not length of service as currently practiced and among others.
4. The Administrations should build empowerment through developing a clear mission complying with the company strategy (sharing information, educate employee at all levels, foster creativity and risk taking...) to encourage the employees for their best work performance in all situations and complying with the company's goals and objectives by their authorized power.
5. The Administrations should create empowerment environment within the company through:
 - a. Get employees involved in selecting their work assignments and the method for accomplishing tasks.
 - b. Create the environment of cooperation, information sharing, discussion, and shared ownership of goals.

- c. Encourage employees to take initiative, make decision, and use their knowledge.
- d. When problem arise, find out what employees think and let them help to design the solutions.
- e. Stay out of the way; give employees the freedom to put the ideas and solutions into practice.
- f. Maintain high moral and confidence by recognizing successes and encouraging high work performance.

Employees

1. Employees should have a good customer service that will make retain clients and generate repeat revenue.
2. Employees should occupy strategic role in corporate success since there is no significant difference on the assessment between administrations and contingent employees on the work performance as to the given seven indicators. All employees should made contribution to the company according to the duties assigned to them.
3. Employees should have involvement in decision making, employees should be involved in consultation and decision making it will improve trust between them.
4. Employees should see to it how their jobs relate to an agency's overall mission which is an important part of management. Employee involvement is creating an environment in which people have impacts on decisions and actions that affect their jobs.
5. Employees must be involved in job rotation to be able to understand that they are governed by policies of the company.

FURTHER STUDY

1. Conduct a parallel research study to further verify the work performance of the contingent employees as to the given seven indicators.
2. More researches on this approach can be taken to enrich and/or make modifications as how it can be applied to other private retail stores. Moreover, continue carrying out employee surveys so as to determine what motivates employees to go extra miles and thus put in 110% in their work.
3. Further researchers could also consider other factors such as location of the branch, other demographic factors and regional tendencies, and much larger sample size to confirm either fully or partly the findings of this study.
4. Researches should be conducted to further verify the validity and reliability of the action plan developed in this study.
5. Future researchers should conduct areas for further studies to support the present study: Relationship between Motivation and Employee performance, Organizational strategy and work performance.

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