

Job Placement in a National Government Agency: Processes, Challenges, and Opportunities

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Abstract—This phenomenological study aimed to understand the Human Resources perspective regarding the job placement process, challenges, coping mechanisms, and insights involving Job placement in a national government agency. This qualitative phenomenological research design used key informant interviews with 10 human resources personnel as informants from the Department of Public Works and Highways Region XI. Thematic analysis revealed that current job placement practices were shaped by merit-based selection and assessment, structured onboarding and communication, strategic alignment with organizational needs, performance-driven growth, and the influence of informal networks. The findings also showed that Human Resource personnel encountered several challenges in job placement, namely Job Order Workforce Instability, Job Placement Misalignment, Political Interference in Job Placement, and Job Order Morale Erosion. To address these challenges, the agency employed coping mechanisms such as Structured Transition Support, Role Capability Building, Performance-Guided Placement, and Psychosocial Workplace Support. Furthermore, the study generated insights and lessons on Human Capital Philosophy, Digital Transformation, Institutional Policy Reform, and Continuous Feedback System. These findings suggest that job placement in government agencies should be transparent, competency-based, technology-supported, and employee-centered to improve workforce performance, organizational effectiveness, and public service delivery.

Index Terms—public administration, Job Order employees, job placement, human resource management, phenomenology, Department of Public Works and Highways Region XI, Philippines.

1. Introduction

Job Order (JO) employees are important in government agencies because the work of regular and plantilla employees does not fully cover the administrative, clerical, technical, and operational functions required for day-to-day government services. Despite their contribution, JO employees continue to experience concerns related to job placement, including temporary employment, unclear job assignments, skills–task mismatch, limited access to benefits, and exclusion from promotion and professional development opportunities. Because their contracts depend on available funds, they may experience insecurity of tenure, possible non-renewal, and uncertainty (Respicio Law, 2023). The Institute for Labor Studies (ILS, 2021) likewise noted that JO workers do not have

statutory rights to benefits such as GSIS, PhilHealth, Pag-IBIG, and paid leaves, while Quinones and Cordovez (2023) observed that JO staff are not always included in professional development programs. These conditions make job placement an important human resource concern because the manner in which employees are assigned to work can influence not only organizational requirements but also their employment security, development, and welfare.

Job placement involves concerns that extend beyond the assignment of personnel to available positions. Absah and Sadalia (2023) reported that job placement, communication, work environment, and work motivation can affect employee performance, suggesting that placement decisions should consider both organizational and employee-related factors. In government agencies, placement may also be influenced by staffing needs, budget constraints, institutional requirements, and agency policies. Villamejor-Mendoza (2023) noted that political favoritism, rather than merit and competence, may still influence decisions concerning entry into the civil workforce, potentially creating perceptions of unfairness and dissatisfaction when assignments do not correspond with employees' qualifications, skills, or educational backgrounds. Although COA-DBM Joint Circular No. 2, s. 2024 has sought to improve consistency in the engagement of Contract of Service and Job Order workers, varying practices across agencies may still result in vague job roles, inconsistent job orders, and possible discontent among JO workers (Department of Budget and Management, 2024). Moreover, Yunus, Sharuddin, and Mohd Abas (2022) emphasized the importance of training practice transfer in ensuring quality public sector service which are associated with employee engagement, work performance, and satisfaction. These concerns indicate the need to examine job placement as a continuing human resource process involving selection, assignment, orientation, support, performance, and development.

The study is anchored on Precarity Theory, Herzberg's Two-Factor Theory, Employee Learning Theory, and Organizational Justice Theory, within a constructivist philosophical perspective. Precarity Theory provides a lens for understanding how employment insecurity and the absence of job security may affect an individual's sense of control. Precarity cannot be isolated because it is a social phenomenon that is connected to

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wage labour, wage subordination, social class, formal and informal labour markets, etc. (Ba, 2025). Meanwhile, Herzberg's Two-Factor Theory distinguishes hygiene factors, such as job security, from motivators, such as recognition, which may influence satisfaction and retention (Herzberg, 1968). According to this theory, administrators should identify and take into account both sets of traits in order to improve their attitude toward work and productivity, rather than assuming that a rise in satisfaction will result in a fall in dissatisfaction (Abdulkhamidova, 2021).

This study is also anchored with Employee Learning Theory that explains how exposure to different roles and learning opportunities can contribute to the accumulation of human capital. Yoopetch, Nimsai, and Kongarchapatara (2021), revealed in their study that employee performance was influenced by employee learning, employee knowledge, and employee satisfaction. While Organizational Justice Theory further provides a basis for examining fairness in procedures, resource allocation, and interpersonal treatment and how perceived unfairness may affect employee morale, loyalty, and work performance (Greenberg, 1987). The perception of fairness in all facets of the organization is essential to organizational justice (Yuenger, 2023). Guided by constructivism, the study seeks to understand how Human Resource personnel construct and interpret the meaning of job placement through their actual experiences within institutional policies, workplace practices, supervisory decisions, and human resource management processes.

The general objective of this phenomenological study is to explore the perspectives of Human Resource personnel regarding job placement in a national government agency. Specifically, it seeks to understand the current job placement practices for Job Order employees; examine the challenges encountered by Human Resource personnel in managing job placement and how these challenges affect service delivery and personnel management; explore how Human Resource personnel support Job Order employees during job placement transitions and the strategies used to address related challenges; and identify the insights gained by Human Resource personnel from overseeing the job placement process and how these insights may inform future improvements in human resource practices and job placement strategies within government agencies.

At the global level, studies have established that job placement can influence several organizational and employee outcomes. Ghaffari and Bahrani-fard (2021) found that an effective job placement system significantly and positively influenced human resource productivity, including employees' abilities, role understanding, organizational support, performance feedback, training, motivation, and work environment. Researchers also believed that organizational goals will be more easily achieved if employees are placed in positions that match their competencies (Dahlan & Nurhayati, 2022). While in the local government in Indonesia, Herawati and Amar (2021) proved that the work climate, job placement, and job development have a significant effect on performance.

At the national level, Philippine literature highlights the

distinct employment conditions of Job Order workers in government agencies. The Institute for Labor Studies (ILS, 2021) identified concerns involving the limited access of JO workers to statutory benefits, training, promotion, and professional development despite their contribution to government operations. Quinones and Cordovez (2023) likewise noted limitations in career mobility and participation in professional development programs. In addition, Respicio Law (2023) described the vulnerability of JO workers to insecurity of tenure and non-renewal because their contracts depend on available funds. The Department of Budget and Management (2024), through COA-DBM Joint Circular No. 2, s. 2024, provided measures intended to improve consistency in the engagement of Contract of Service and Job Order workers; however, the manuscript notes that differences in agency practices may still result in unclear roles and inconsistent arrangements. Villamejor-Mendoza (2023) also raised concerns about political influence and favoritism in government employment decisions. These national concerns demonstrate that job placement in Philippine government agencies involves not only staffing and administrative requirements but also issues of fairness, security, competency, development, and employee welfare.

Locally, in the study conducted by Omar and Lagura (2026) on human resource management practices (HRMP) and the individual work performance of job order employees of LGU of Davao City, the study revealed that the level of human resource management practices and individual work performance was both high, while pay satisfaction was moderate. One method to maintain high individual work performance within the organization is to consider factors like job satisfaction, pay satisfaction, and work flexibility (Siregar *et al.*, 2021).

In addition, the Department of Public Works and Highways (DPWH) Region XI provides a relevant setting for examining these concerns because Job Order employees perform administrative, clerical, technical, operational, and project-based functions that support agency operations. The study identifies the regional setting as appropriate for understanding Human Resource perspectives on job placement, particularly in relation to work assignments, contract conditions, role expectations, development opportunities, and the institutional factors that shape placement decisions. The study further recognizes that placement may involve balancing employee qualifications and competencies with departmental manpower requirements and available funds, while also considering orientation, performance assessment, training, communication, and opportunities for growth. At the same time, the existing literature and the study context indicate concerns regarding skills-task mismatch, unclear role expectations, contract uncertainty, limited development opportunities, and possible political or informal influences. These local and regional realities provide an important context for understanding how Human Resource personnel manage and make meaning of job placement within a national government agency.

A significant research gap remains in understanding job placement in government agencies from the perspective of

Human Resource personnel who directly manage and implement placement decisions. Existing studies have often focused on permanent or plantilla employees and on the broader organizational effects of job placement, leaving limited attention to how placement decisions are managed, implemented, and experienced in relation to Job Order and other non-plantilla arrangements. This gap is urgent because government agencies increasingly rely on JO employees to perform essential administrative, clerical, technical, operational, and project-based functions, yet the implications of placement practices for career development, job satisfaction, motivation, performance, and overall well-being remain insufficiently understood. The present study therefore contributes to public administration and human resource management by examining the experiences, challenges, coping mechanisms, and insights of Human Resource personnel involved in job placement in a national government agency. Its contribution also supports Sustainable Development Goal 8 (Decent Work and Economic Growth), particularly the promotion of decent work, productive employment, and equitable opportunities. The findings may provide practical insights for the agency in developing fair, transparent, competency-based, responsive, and employee-centered placement practices, while offering a reference for future researchers examining job placement in other government institutions.

2. Method

This section presents the research methods and procedures used to conduct the study. It describes the research design, locale, respondents, sampling techniques, research instrument, data-gathering procedures, and the statistical treatment used.

A. Study Participants

The participants of the study were Human Resource (HR) personnel from different District Engineering Offices of the Department of Public Works and Highways (DPWH) Region XI. They shared the common characteristics of being current HR personnel directly involved in job placement, assignment, or related HR processes concerning Job Order (JO) employees, with at least one year of service in the agency. This criterion ensured sufficient exposure to job placement practices, work assignments, organizational conditions, and employment arrangements relevant to the phenomenon.

Ten (10) HR informants participated, with one informant selected from each district office. The sample size was justified using the concept of information power of Malterud, Siersma, and Guassora (2016), which holds that fewer participants may be sufficient when the sample is specific and highly relevant to the research aim. A homogeneous group was appropriate because the study sought common themes from participants sharing similar professional roles and experiences. Key informant interviews are a research technique used to collect specific qualitative data about a topic of interest from chosen "informants" or knowledgeable individuals (Joshi, Gauchan, & Ayer, 2022). Meanwhile, homogeneous purposive sampling was used to select participants. This technique was appropriate

because the study required informants with direct and relevant experience of job placement in the agency. To improve the dependability and credibility of the results, the selection procedure was used to make sure that a high-quality sample was found without bias (Nyimbili & Nyimbili, 2024).

Inclusion criteria required participants to be current DPWH HR personnel, directly involved in job placement, assignment, or related HR processes, and to have at least one year of service. HR personnel with less than one year of service or whose experience was unrelated to the study were excluded. Participation was voluntary, and informants could withdraw at any time without consequence because of unforeseen personal or professional circumstances or discomfort with continuing.

The study locale was DPWH Region XI. It was selected because job placement is practiced through administrative, clerical, technical, and operational functions, making the setting appropriate for examining HR perspectives on job placement, including struggles, coping strategies, contract conditions, role expectations, and development opportunities. Informants came from different District Engineering Offices, with one HR informant representing each district office, providing organizational diversity while retaining the homogeneous participant characteristics required by the phenomenological inquiry.

B. Materials and Instrument

The primary data-gathering instrument was a researcher-made Interview Guide Questionnaire (IGQ) used for the Key Informant Interviews. It contained open-ended questions and probes designed to elicit HR personnel's experiences, reflections, challenges, coping mechanisms, and insights regarding job placement of JO employees. The flexible format allowed follow-up questions, clarification, and elaboration. Informal conversation was also allowed to establish rapport and encourage deeper reflection (Alhazmi & Kaufmann, 2022).

The IGQ underwent content validation by an expert panel consisting of four (4) internal validators from the academic institution and one (1) external validator. It was translated into the Visayan dialect to improve comprehension, and the translation was reviewed and approved by a language professor. The questions addressed employment processes, conditions, perceptions, policies, practices, challenges, and opportunities related to job placement. The manuscript does not report the numerical average validation rating; therefore, the exact rating should be inserted from the instrument-validation records if available.

Interviews generally lasted 30 to 90 minutes, with some extending to approximately two hours (Polkinghorne, 1989). With participant consent, interviews were audio-recorded using mobile phones and later transcribed verbatim for analysis. The researcher also took notes during the interviews.

C. Design and Procedure

In order to understand the lived experiences, viewpoints, and meanings created by Human Resource (HR) staff with regard to job placement, the study used a qualitative research design utilizing a phenomenological approach. Phenomenology is

suitable for analyzing common lived experiences (Wertz, 2005) and revealing people's realities thru their experiences (Yuksel & Yildirim, 2016). The study was cross-sectional in time dimension because participant experiences were gathered during the data-collection period, and it was exploratory and descriptive in objective because it aimed to develop an understanding of job placement thru recurring meanings and themes.

The primary method of gathering data was Key Informant Interviews (KII). A semi-structured Interview Guide Questionnaire (IGQ) was used to collect data from ten HR informants, allowing the researcher to ask both core and follow-up questions. The researcher obtained informed consent, explained the study, and obtained authorization for audio recording prior to each interview. Interviews typically lasted 30 to 90 minutes, with some lasting up to two hours, and were conducted at the participants' preferred time and location. While notes and audio recordings were used to record the participants' responses, casual conversation was utilized to build rapport. After that, the recordings were verbatim transcribed and ready for analysis.

As the key tool, the researcher acted as an interviewer, transcriber, translator, analyst, encoder, and interpreter. By avoiding leading questions and letting the experiences and viewpoints of the participants direct the interviews, neutrality was preserved. Additionally, reflexivity was used to separate the informants' meanings from the researcher's personal opinions. The transcripts were repeatedly reviewed, key statements were identified and coded, related codes were grouped into categories, and themes reflecting common experiences were developed as part of the thematic analysis of the data. The themes were analyzed in light of the research questions and compared with the original transcripts.

Credibility, dependability, confirmability, and transferability were used to determine the study's reliability. Member verification, transcript validation, cautious interview facilitation, and avoidance of leading questions all helped to bolster credibility. An audit trail that recorded data collection, transcription, coding, theme development, interpretation, and peer debriefing improved dependability. Reflexivity, documentation, and the use of participant statements to bolster interpretations were all used to address confirmability. Detailed explanations of the research context, participants, setting, and

job placement procedures improved transferability.

On the other hand, the researcher also adhered to all ethical standards in handling the study participants and data obtained following the guidelines established by the University of Mindanao Ethics Review Committee (UMERC). The researcher ensured that the study site was secured and that permission was obtained from the relevant authorities/organizations. The personal and professional information of the respondents required for the study was kept private, and their data confidentiality was maintained. After complying with all the requirements set by the Ethics Review Committee, the researcher received the UMERC Certificate with UMERC Protocol No. UMERC-2025-546, which certified the implementation of the protocols and submission of related documents set by the office.

3. Result and Discussion

This section presents the result of the study and discussion of the generated themes for each research objectives.

A. Current Job Placement Practices for Job placements Within the Government Agency

Table 1 shows the existing job placement policies of Job Order employees in the government agency. The result generates five themes: merit and performance-based job placement, structured onboarding and communication, strategic skills matching, performance-driven longevity and growth, and influence of informal networks.

1) Merit and Performance-Based Job Placement

The first theme emerged is merit and performance-based job placement. The idea contributes to a more systematic, fair, and competency-oriented approach in the engagement and placement of Job Order employees. According to Jing, Fitri, and Jon (2025), employee job satisfaction is positively impacted by the application of three different merit systems: experience-based merit, work performance-based merit, and educational level-based merit. By considering educational background, relevant experience, skills, performance potential, actual manpower requirements, and the availability of funds, the agency is able to align personnel qualifications with organizational needs. Such an approach minimizes arbitrary placement decisions and strengthens the basis for assigning employees to functions where their competencies can be

Table 1
Current job placement practices for job placements within the government agency

Themes	Core Ideas
Merit and Performance-Based Job Placement	• Applicants undergo formal screening, examination, and interview based on qualifications, experience, and skills. • Merit and qualification standards guide the selection of Job Order employees. • Performance assessment is used to evaluate continued suitability for assignment.
Structured Onboarding and Communication	• Newly hired Job Order employees undergo orientation on office policies and procedures. • Assigned sections communicate specific duties, responsibilities, and performance expectations. • Placement and assignment information is communicated through formal organizational channels.
Strategic Skills Matching	• Placement is based on departmental manpower and workload requirements. • Employee qualifications and competencies are matched with the requirements of the assigned job. • Availability of funds is considered together with manpower needs and applicant qualifications.
Performance-Driven Longevity and Growth	• Performance is monitored using IPCR and other established performance measures. • Performance results provide a basis for continued assignments and future opportunities. • Training and developmental opportunities support employee capability and continued effectiveness.
Influence of Informal Networks	• Informal referrals may influence access to Job Order employment opportunities. • Referred applicants remain subject to established HR policies and qualification requirements. • Formal performance standards continue to serve as a basis for assessing employee suitability after placement.

utilized effectively.

Ang performance sa Job Order employees kay gi-evaluate para mahimong basis sa ilang future assignments ug coaching. At the same time, among gina-assess kung kinahanglan ba gyud mag-hire, kung available ba ang funds, ug kung qualified ba ang applicant based sa iyang qualifications and experience. – KII 1

Performance is evaluated to guide future assignments and coaching for Job Order employees. But also, we have to assess these need to hire, ensuring availability of funds and considering qualifications and experience. – KII 1

Salim Alimuddin et al. (2024) define work performance-based merit as a system in which an employee's job performance, as determined by quantifiable results and accomplishments, is the primary basis for promotions, awards, or recognition. The findings therefore indicate that job placement is not limited to the initial assignment of Job Order employees. Rather, it is a continuing process that involves performance monitoring, assessment, and appropriate managerial intervention. As reflected in the statement of KII 1, performance evaluation provides supervisors and human resource personnel with a basis for determining whether an employee is performing satisfactorily, requires coaching or additional support, or may be considered for future assignments that are more appropriate to the employee's capabilities. This suggests that performance assessment serves both a developmental and placement function, enabling the agency to respond to employee performance while maintaining operational effectiveness.

Moreover, merit system's efficacy is largely dependent on elements like fairness, consistency, and transparency in its implementation (Supriatna, 2020). Hence, the emphasis on screening, interviews, and notification demonstrates the importance of transparency and accountability in personnel-related decisions. In a national government agency, decisions regarding the engagement and placement of Job Order personnel must be supported by reasonable and documented procedures.

Sa DPWH, we follow a transparent and merit-based process sa pag-hire og Job Order personnel. Naay screening, interview, ug notification process before sila ma-hire. – KII 3

The DPWH follows a transparent, merit-based process for hiring Job Order personnel, including a screening, interview and notification process. – KII 3

The statement of KII 3 reinforces this finding by showing that the agency incorporates formal screening and communication mechanisms into its hiring process. These mechanisms provide clearer justification for personnel decisions and help ensure that applicants are evaluated according to relevant qualifications and organizational requirements.

Overall, the theme highlights that merit, performance, transparency, and organizational need are interconnected considerations in Job Order placement. The findings revealed that maintaining clear qualification standards, documenting placement decisions, regularly assessing employee performance, and providing appropriate coaching or

reassignment, when necessary, can strengthen the credibility and effectiveness of the placement process.

2) Structured Onboarding and Communication

The second theme is structured onboarding and communication. Based on the results, this theme is an essential component of effective Job Order placement because they facilitate the transition of newly hired personnel into their assigned work environment. According to Dickson and Isaiah (2024), an efficient onboarding strategy highlights employee involvement in accomplishing the organization's goals and intended long-term objectives, improving business performance thru employee engagement and retention free from employee turnover. By orienting Job Order employees on office policies, procedures, reporting arrangements, and expected responsibilities, the agency provides them with the necessary information to understand how they are expected to perform within the organization. This process helps reduce uncertainty, clarify work expectations, and promote a smoother adjustment to the workplace.

Ang JOs kay mo-undergo og onboarding ug i-orient sila regarding sa office policies. After ana, i-endorse sila sa ilang assigned sections, and ang section na ang mo-inform sa new hires about sa ilang specific roles and responsibilities. – KII 4

JOs will undergo onboarding and be oriented on the office policies. They will then be endorsed to their assigned sections, which shall have the discretion to inform the new hires of their specific roles and responsibilities. – KII 4

The findings further submit that onboarding is closely connected with the actual placement of Job Order employees. As reflected in the statement of KII 4, newly hired personnel undergo orientation before being endorsed to their assigned sections, where their specific roles and responsibilities are further communicated. This indicates that onboarding is not limited to a general introduction to the agency but continues at the departmental level, where employees receive more specific instructions related to their assigned tasks. According to Saputra and Rahmatika (2021), the goal of onboarding processes is to increase morale and productivity in addition to acclimating new hires to the organization and their roles. Such a process allows the assigned section to contextualize organizational policies according to the actual functions that the employee is expected to perform.

Moreover, effective communication during onboarding contributes to role clarity and accountability. Establishing a timely and consistent communication plan with recently hired staff helps them become sufficiently familiar with the company and their new position (Hills, 2022). When Job Order employees are clearly informed about their duties, reporting lines, workplace rules, and performance expectations, they are better positioned to perform their responsibilities appropriately. Clear communication may also reduce errors, duplication of tasks, misunderstanding of instructions, and confusion regarding work assignments. In this regard, onboarding serves not only as an administrative requirement but also as a mechanism for supporting employee adjustment and operational efficiency.

Job Order employees undergo orientation and are assessed

based on qualifications to ensure they are placed in the right positions. – KII 7

The statement of KII 7 further demonstrates that onboarding is reinforced by an assessment of employee qualifications. This implies that orientation and qualification assessment work together to ensure that Job Order employees are placed in positions that correspond with their competencies and the requirements of the assigned office. Dickson and Isaiah (2024) added that it matches the appropriate number and ability of workers with the skills, knowledge, abilities, and experience needed for appropriate placement and engagement. Such alignment is important because proper placement does not only depend on identifying available personnel but also on determining whether their qualifications and capabilities are appropriate for the functions they are expected to perform.

Overall, the theme highlights the importance of having a structured onboarding process supported by clear and continuous communication. The findings revealed that strengthening orientation procedures, clearly defining roles and responsibilities, establishing appropriate reporting arrangements, and continuously assessing employee-job fit may improve the effectiveness of Job Order placement.

3) Strategic Skills Matching

The third theme that has emerged is strategic skills matching. This theme brings out the fact that job placement is highly determined by the manpower needs in the department, qualifications, performance, and the funds that are available. According to Jooss et al. (2023), a processual approach to talent management is demonstrated by skills-matching, which can be used to develop a model of strategic agility that is responsive to both internal and external demands. The agency posts Job Order employees not just due to the existence of applicants but also because certain offices are in need of more staff to maintain operations.

Yes, kasagaran sa mga Job Order employees kay gi-place based sa ilang qualifications ug sa needs sa department. Then, ilang performance evaluation pud ang mahimong basis kung hatagan pa sila og further opportunities. – KII 3

Yes, most of Job Order employees are placed based on qualifications and departmental needs, with performance evaluations determining further opportunities. – KII 3

The informants reported that the decision of where an employee is placed is made based on the qualification of the employee and the manpower requirement of the department. The performance of the employees in the roles assigned to them also determines future opportunities. Senen et al. (2025) believed that this continuous skill development boosts output and gives workers the chance to progress into higher functional roles as their skills and knowledge advance. This also indicates that the agency takes into account the organizational requirement as well as the employee aptness. Manpower requirement in the department gives the rationale behind the placement and qualification and performance of the employee give the rationale behind whether the placement is good and sustainable.

Ang placement process kay based sa needs sa department, qualifications, ug performance sa Job Order employee. Gina-

provide pud sila og opportunities for training para ma-improve ilang skills ug performance. – KII 10

The placement process is based on departmental needs, qualifications and performance, with opportunities for training provided. – KII 10

The statement of KII 10 also indicates that training opportunities form part of the placement process. Zhang et al. (2021) believed that training greatly improves the quality of job matches both immediately and over time. This implies that strategic skills matching does not necessarily require employees to possess all competencies at the time of placement. Identified gaps between employee capabilities and job requirements may be addressed through appropriate training and development interventions. In this regard, training serves as a mechanism for strengthening employee-job fit and preparing Job Order personnel to respond more effectively to the requirements of their assigned departments.

Overall, the theme highlights the importance of aligning departmental manpower needs, employee qualifications, performance, and opportunities for skills development in making placement decisions. The findings also revealed that maintaining updated manpower requirements, systematically assessing employee competencies, monitoring performance, and providing targeted training can strengthen strategic skills matching.

4) Performance-Driven Longevity and Growth

The fourth theme, performance-driven longevity and growth, highlights that the continued engagement and development of job Order employees are influenced by both their actual work performance and the support provided by the agency. According to Kwon et al. (2024), there are reciprocal relationships between employee engagement and development. Participants emphasized that proper skills-to-task matching, training, mentoring, orientation, adequate funding, and reasonable contract duration are important in sustaining employee effectiveness and continuity.

Para ma-strengthen ang job placement system, kinahanglan ma-improve ang skills-to-task matching, ma-streamline ang contract processing, ug mas klaro ang orientation ug guidance. Mas daghang training ug mentoring opportunities makatabang pud sa pag-improve sa performance ug adaptability sa mga JO. Aside ana, kung competitive ang benefits, available ang funds, ug mas taas ang contract period, mas maka-attract ta og qualified nga JO employees, ma-improve ilang morale, ug mas ma-support ang continuity sa projects, which can eventually improve productivity and efficiency. – KII 1

To strengthen the job placement system, it is recommended to improve skills-to-task matching, streamline contract processing, and provide clearer orientation and guidance. Increasing training and mentoring opportunities can enhance performance and adaptability. Additionally, offering competitive benefits, ensuring the availability of funds, and providing longer contract periods can attract more qualified JO employees, improve morale, and support continuity in projects, ultimately boosting productivity and efficiency. - KII 1

KII 1 stressed that improving skills-to-task matching and

providing training and mentoring opportunities can enhance employee performance and adaptability. Memon et al. (2021) believed that employee engagement would eventually increase if a company offered employee development activities. This reflects that Job Order employees are more likely to perform effectively when their assigned tasks correspond with their competencies and when they are given opportunities to improve areas where further development is needed.

The findings further show that performance serves as an important basis for assessing whether Job Order employees are meeting organizational expectations. As KII 6 stated:

Ang Job Order employees kay mo-undergo og orientation, ug ang ilang performance kay gi-evaluate gamit ang IPCR ug uban pang performance metrics. – KII 6

Job Order employees undergo orientation, and their performance is evaluated using IPCR and other performance metrics. – KII 6

The use of IPCR and other measurable indicators provides a more systematic basis for evaluating employee output rather than relying solely on informal observations. It also allows supervisors to identify strengths, performance gaps, and areas where coaching or additional training may be necessary.

The connection between orientation and performance evaluation is also significant. Employees are first informed about their duties and expected outputs before their actual performance is assessed. According to Avenido et al. (2026), The significance of integrated interventions that address both institutional and personal factors influencing employee effectiveness is highlighted by the positive correlation between IPCRF performance, job satisfaction, and engagement. This provides a clearer basis for accountability because employees are made aware of what is expected of them. Consequently, performance evaluation can serve not only as a monitoring mechanism but also as a basis for decisions concerning continued engagement, further development, and possible future opportunities.

The findings imply that the longevity and growth of Job Order employees can be strengthened through a performance management approach that combines clear expectations, regular assessment, appropriate job matching, training, mentoring, and organizational support. Linking satisfactory performance with continued engagement and developmental opportunities may improve employee motivation, productivity, adaptability, and continuity of agency operations.

5) *Influence of Informal Networks*

The fifth theme that is emerging is influence of informal networks. This theme unveils that despite the existence of formal HR policy and performance criteria, there can be an informal referral that can affect Job Order employee placement. According to Jia et al. (2025), significant connections between formal and informal networks were found thru correlation analysis, with network consistency affecting overall performance. The results indicate that both formal and informal mechanisms might be present in the placement practices of the agency. The informants revealed that Job Order employees are also recruited on referrals but on performance-based criteria like IPCR is still applied to show eligibility to future

opportunities.

Although there are referrals, the informants also highlighted that HR policies are still relevant in the placement process. This shows that the agency continues to base its decisions on the placement on formal standards. Qualifications and performance are still important factors to consider, and this implies that informal entry points must be exposed to the formal HR processes.

Once hired, ang Job Order employees kay i-orient ug ipa-undergo og onboarding. Gina-inform pud sila about sa ilang placement pinaagi sa different communication channels sama sa letters, emails, ug phone calls. – KII 2

Job Order employees are oriented and made aware of their placement through different communication channels once they are hired. Once hired, Job Order employees undergo orientation and onboarding, and their placement is communicated via letters, emails and phone calls. – KII 2

This demonstrates that the process of formalizing the placement process once hired is done through communication. Zhu et al. (2024) conveyed that informal communication has two functions: it improves interpersonal harmony and decreases affective rumination, but it also interferes with work-related flow and negatively impacts problem-solving contemplation. The verbal and written channels of communication are used to make sure that the employees are adequately informed about their assignments and duties. The informants also indicated that the placement is constantly checked by the supervisor feedback and performance assessment.

Gina-use namo ang feedback mechanism gikan sa JO personnel ug sa supervisor pinaagi sa performance evaluation. Naa pud mi one-on-one conversations, or i-interview sila sa chief/supervisor kung happy or contented ba sila sa ilang job assignments, para ma-feel pud nila nga valued sila. – KII 5

We used feedback mechanism from JO personnel and supervisor through performance evaluation; one on one conversations or they are being interviewed by the chief/supervisor if they are happy or contented with their job assignments (sense of being valued). – KII 5

This assertion implies that even in instances of the commencement of placement with the help of informal networks, the employee performance is still controlled formally. Supervisor credibility providing feedback relates to employee's affective commitment (Kennedy et al., 2025). Feedback provided by supervisors will be used to know whether or not the placement is successful and whether the employee is living up to their expectations.

Overall, it indicates that the existing job placement policies among Job Order employees are influenced by formal selection process, onboarding systems, departmental requirements, performance appraisal and informal referral system. The agency seems to be aware of the need to align the qualification of employees to the job and organizational needs. Simultaneously, the results indicate that the fiscal capacity, workload demands, and informal networks affect the process of placement as well. In general, to achieve quality job placements in national government agencies, there should be a balance between merit, transparency, organizational requirement,

Table 2
Challenges of job placement in a national government agency

Themes	Core Ideas
Job Order Workforce Instability	• Budget limitations and dependence on annual funding affect the continuity of Job Order employment. • Contract, salary, hiring, and renewal delays disrupt workforce planning and service continuity. • Uncertainty in retaining Job Order personnel increases workload pressures and staffing disruptions.
Job Placement Misalignment	• Mismatch between employee competencies and assigned roles reduces productivity and engagement. • Unclear role expectations and identified skill gaps contribute to inconsistent performance and slower adjustment. • Inappropriate placement may limit employee development, job satisfaction, and career growth.
Career Stagnation and Workplace Adaptation	• Political influence and nepotism may interfere with recruitment and placement decisions. • External and internal influence may delay placement and weaken the effectiveness of personnel decisions. • Perceived favoritism contributes to unfairness, demotivation, and reduced confidence in the placement process.
Political and Internal Interference	• Employment insecurity and uncertain contract renewal contribute to reduced morale and commitment. • Limited career progression and prolonged expectations for permanent employment create dissatisfaction. • Unclear roles, short contracts, and changing workplace expectations contribute to frustration and reduced motivation.

performance responsibility, and equality of employment opportunities.

B. Challenges of Job Placement in National Government Agency

Table 2 shows the challenges faced by HR in the management of job placement of Job Order employees in the government agency. The results show themes of job order workforce instability, job placement misalignment, career stagnation and workplace adaptation, and political and internal interference.

1) Job Order Workforce Instability

The majority of job order employees (89.78%) have only worked for two to three years, underscoring the precarious and transient nature of contractual employment in local government entities (David 2025). Hence, theme job order workforce instability reflects the uncertainty experienced in sustaining Job Order personnel due to budget limitations, contract renewals, resource constraints, and gaps in employee development. The participants' statements indicate that workforce continuity is highly dependent on financial availability and the agency's capacity to maintain Job Order positions from one contract period to another.

KII 3 emphasized that:

Ang budget constraints ug ang pagsalig sa annual budget releases usahay mahimong reason nga ma-lay off ang mga Job Order employees, which affects the continuity of work. – KII 3

Budget constraints and the reliance on annual budget releases cause Job Orders to be laid off, affecting continuity of work. – KII 3

This shows that even when Job Order employees are already familiar with their assignments and have developed relevant work experience, their continued engagement may still depend on the availability and timing of funds. According to

Guanzon and Jimena (2026), contract workers are less satisfied with their jobs because of job insecurity. Uncertainty in contract renewal therefore makes workforce planning difficult because offices may not be assured that the same personnel will remain available to perform continuing functions. When experienced Job Order employees are discontinued, the agency may also experience interruptions in work processes and may need to orient or train replacement personnel.

The participant further noted that uncertainty in contract renewal affects service delivery. JO's workforce involvement offers insightful viewpoints on service delivery and workflow (David, 2025). However, workforce instability is not only an employment concern but also an operational challenge. Frequent changes in personnel may weaken continuity, particularly in offices where Job Order employees perform recurring or support functions that contribute to daily operations. The inability to anticipate whether personnel will be retained may also limit the capacity of supervisors to plan assignments and distribute workloads efficiently.

Kung kulang ang resources ug dili match ang skills sa Job Order employee sa iyang assigned tasks, possible nga ma-underperform siya, which can lead to long-term inefficiency ug additional recruitment costs. Kung kulang pud ang training ug mentoring for Job Orders, ma-limit ilang growth and development para ma-meet ang expectations, and this can negatively affect their effectiveness. – KII 5

Lack of resources and skill mismatch result in underperformance by employees, which creates long-term inefficiency and recruitment costs. Lack of training and mentoring for Job Orders also constrains their growth and development to meet expectations, negatively impacting their effectiveness. – KII 5

Similarly, KII 5 identified lack of resources and skill mismatch as factors that contribute to underperformance and long-term inefficiency. This indicates that workforce instability is also associated with how employees are utilized and supported after placement. Guanzon and Jimena (2026) also noted that job satisfaction is lower when employees are employed in roles that do not correspond with their educational background. When employees are assigned tasks that do not fully correspond with their skills, their capacity to meet expected outputs may be reduced. This situation may eventually result in repeated recruitment, reassignment, or additional supervision, creating further costs for the agency.

The participant also emphasized the lack of training and mentoring opportunities for Job Order employees. Job order workers frequently have less access to training and career development opportunities than permanent employees, which is associated with lower job satisfaction and connection (Burgess & Connell, 2022). This highlights that instability may persist when employees are expected to meet performance

requirements without sufficient opportunities to develop the competencies needed for their assigned roles. Training and mentoring are therefore important not only for individual development but also for sustaining a capable workforce that can respond effectively to organizational requirements.

The findings imply that Job Order workforce instability may affect both employee performance and the continuity of agency operations. Strengthening workforce planning, improving skills-to-job matching, providing appropriate training and mentoring, and anticipating budget requirements for essential Job Order positions may help reduce disruptions caused by contract uncertainty and employee turnover. A more stable and development-oriented approach to Job Order management may support better continuity, efficiency, and service delivery.

2) Job Placement Misalignment

According to Ramdani & Suratman (2025), job placement that is in line with their skills and abilities increases output and lowers internal conflict. However, participants identified the theme job placement misalignment as challenges that arise when job order employees are assigned to positions that do not closely match their qualifications, skills, or work capabilities. The participants' statements indicate that inappropriate placement can directly affect employee satisfaction, productivity, adjustment, and opportunities for growth.

Kung ang Job Order employees kay ma-assign sa roles nga dili angay sa ilang skills or qualifications, mahimong ma-dissatisfied sila, ug maapektuhan ilang productivity ug engagement sa ilang tasks. – KII 10

When Job Orders are put into the wrong roles, there is employee dissatisfaction and a lack of productivity and engagement with tasks. - KII 10

The respondent conveyed that employee are less likely to perform effectively when their assigned responsibilities are not aligned with their competencies or interests. On the other hand, Zebua et al. (2026) believed inefficient hiring practices raise the possibility of hiring people who don't meet job requirements, which has an impact on organizational stability and job performance. A poor fit between the employee and the assigned role may reduce motivation and engagement because the employee may struggle to meet expectations or may not fully understand how their abilities can contribute to the assigned function.

Kung dili match ang job role sa skills ug capabilities sa Job Order employee, mahimong inconsistent ilang performance, mas dugay sila maka-adjust, ug mahimong limited pud ilang opportunities for career growth. – KII 3

Mismatch in job roles creates inconsistent performance, slow adjustment and lack of career growth for Job Orders. - KII 3

Similarly, KII 3 emphasized that misalignment can create continuing difficulties beyond the initial placement. Studies on international logistics show that companies with high recruitment-placement congruence have better delivery accuracy, fewer complaints, and better employee retention (Nguyen et al., 2022). On the contrary, employees may require more time to adapt to unfamiliar tasks, resulting in inconsistent outputs and greater dependence on supervision. When employees are repeatedly assigned functions that do not

correspond with their competencies, opportunities for meaningful skills development may also become limited.

The findings therefore show that job placement should not be treated merely as filling available workforce gaps. Effective placement requires careful consideration of the employee's qualifications, competencies, and the actual requirements of the position. When these factors are not adequately matched, both employee performance and organizational efficiency may be affected.

The findings imply that the agency should strengthen competency-based placement by systematically matching Job Order employees' qualifications and skills with the requirements of available assignments. Regular assessment, supervisor feedback, and opportunities for reassignment or training may help address placement mismatches, improve employee engagement and productivity, and support better professional development.

3) Political and Internal Interference

The theme political influence and nepotism reflects concerns that job placement may be affected by factors outside formal qualifications and organizational requirements. These factors created a system in which relationships are more important than qualifications (Natrah & Vejaratnam, 2025). The participants' statements indicate that budget limitations, political influence, and personal connections may interfere with recruitment and placement decisions, potentially affecting fairness, efficiency, and employee motivation.

Kung limited ang budget ug naa pud internal constraints sama sa nepotism ug political influence, mahimong ma-delay ang employment process ug maapektuhan ang productivity. – KII 5

Limitation of the budget, internal constraints such as nepotism and political influence lead to delay of employment and productivity loss. - KII 5

KII 5 suggests that job placement challenges are not limited to financial constraints alone. Internal influences may also delay recruitment or affect how available Job Order opportunities are distributed. When placement decisions are influenced by considerations other than qualifications and actual manpower needs, the agency may experience difficulty in filling positions with personnel who are best suited for the work.

Political interference and nepotism, particularly in recruitment, have an impact on the quality of work and create a sense of unfairness and demotivation in the workplace. - KII 6

Political interference and nepotism, particularly in recruitment, have an impact on the quality of work and create a sense of unfairness and demotivation in the workplace. - KII 6

Similarly, KII 6 emphasized that favoritism can affect not only recruitment outcomes but also the working environment. According to Natrah and Vejaratnam (2025), nepotism influences performance objectives, generates conflicts of interest, and results in partiality. When employees perceive those opportunities are influenced by political connections or personal relationships, confidence in the fairness of the

placement process may be weakened. Such perceptions may reduce morale and motivation, particularly among employees who believe that qualifications and performance are not given equal consideration.

The participants' statements further indicate that political influence and nepotism can have organizational consequences. Wazni (2023) added that employee engagement is significantly impacted negatively by nepotism, which means that employees are less likely to be engaged in their work when nepotism is present. If employees are selected or placed without adequate consideration of their competencies, the likelihood of job mismatch and poor performance may increase. At the same time, perceptions of unequal treatment may affect workplace relationships, employee engagement, and trust in management decisions.

The findings imply that strengthening transparent, documented, and merit-based recruitment and placement procedures is necessary to minimize the influence of political considerations and personal connections. Clear qualification standards, consistent screening processes, documented placement decisions, and accountability mechanisms may help promote fairness, improve employee morale, and ensure that Job Order personnel are selected and assigned based on competence and organizational need.

4) Career Stagnation and Workplace Adaptation

The theme career stagnation and workplace adaptation reflects the challenges experienced by job order employees in relation to limited opportunities for permanent employment and the need to adjust to changing workplace expectations. In reality, short-term contracts either foster career advancement or cause career stagnation and discontent (Alrousan et al., 2025). The participants' statements indicate that both career uncertainty and differences in work practices can affect employee morale, motivation, and performance.

Ang dugay nga paghuwat sa mga Job Order employees nga mahimong permanent is one of the reasons nganong ma-dissatisfied sila, which can result in low morale ug maapektuhan pud ilang performance. – KII 7

The wait for Job Orders to be promoted permanent is one of the reasons for dissatisfaction, resulting in low morale and performance. - KII 7

KII 7 stated that prolonged uncertainty regarding permanent employment may create frustration among Job Order employees, particularly when they have already rendered significant service and demonstrated satisfactory performance.

According to Halonen-Akatwijuka and Hart (2021), continuing contracts, a combination of various short-term and long-term components, could reduce the cost of renegotiation while permitting implicit long-term commitments. When employees perceive limited opportunities for career progression, their motivation and commitment may decline, which can eventually affect work quality and productivity.

Kinahanglan gyud nga maka-adapt continuously sa generational differences ug sa mga outdated working practices, kay makaapekto ni sa work pace ug sa job expectations. – KII 2

There is always a need to continually adapt to generational differences and outdated working practices, which impact work pace and job expectations. - KII 2

KII 2 further emphasized that workplace adaptation is another challenge affecting Job Order employees. Differences in communication styles, work habits, use of technology, and expectations among generations may create difficulties in coordination and adjustment. At the same time, outdated work practices may slow down processes and make it more difficult for employees to perform efficiently. In order to boost employee satisfaction and retention, management enhances job attributes and the workplace thru transparent communication (Abanto et al. 2024).

These findings show that Job Order challenges are not limited to placement and contractual conditions but also involve career expectations and the changing nature of the workplace. Employees may experience dissatisfaction when opportunities for advancement are uncertain, while differences in work practices may further affect their ability to adjust and perform consistently.

The findings imply that the agency may benefit from clearer communication regarding the limitations and possible career pathways of Job Order employment, together with development opportunities that enhance employees' competencies. Promoting updated work practices, intergenerational collaboration, mentoring, and continuous learning may also help improve morale, adaptability, and employee performance.

C. Support for Job Order Employees During Job Placement Transitions

Table 3 shows the types of HR support that Job Order employees receive during job placement transitions. The results generate themes namely supportive job transition and adjustment, role capability building, performance-guided

Table 3
Support provided to job order employees during job placement transitions

Themes	Revised Core Ideas
Supportive Job Transition and Adjustment	• Proper turnover, documentation, and clear communication guide employees during transitions. • Work responsibilities are introduced gradually and workloads are monitored during adjustment. • Flexibility, workload adjustment, and consideration of employee circumstances facilitate transition into new assignments.
Role Capability Building	• Coaching, mentoring, and training are provided to strengthen employees' competencies. • Skills gaps are identified early and addressed through developmental interventions. • Continuous mentoring, feedback, seminars, and workshops support employee improvement and adjustment.
Performance-Guided Placement	• Orientation and performance appraisal are used to assess employees' integration into their assigned roles. • IPCR and other performance information provide a basis for monitoring placement effectiveness. • Regular feedback and performance reviews guide necessary support, adjustment, or reassignment.
Psychosocial Workplace Support	• Open communication allows Job Order employees to communicate concerns during transition. • Workplace grievances are heard, analyzed, and addressed through appropriate solutions. • Wellness and supportive interventions help employees manage adjustment-related concerns.

placement, and psychosocial workplace support.

1) *Supportive Job Transition and Adjustment*

The theme supportive job transition and adjustment highlights the importance of providing Job Order employees with guidance and assistance when they are transferred, reassigned, or introduced to new roles. Adjustment to career transition is one of the five most popular theoretical perspectives on career transitions, according to Sullivan and Al Ariss (2021). The participants' statements show that transition is managed through departmental instructions, coaching, workload monitoring, flexibility, proper turnover, and clear communication.

Following sa department orders ug pinaagi sa coaching, gina-guide ang mga Job Order employees during sa ilang transition. Gina-monitor pud ang workload, ug gina-allow ang flexibility para mas maka-adjust sila sa ilang new responsibilities. – KII 1

Following department orders and coaching, Job Order employees are guided through their transitions. Workloads are monitored and flexibility is allowed to help Job Order employees adjust - KII 1

KII 1 suggests that transition is not treated as an immediate change in assignment without support. According to Mussagulova et al. (2023), social support is one of the seven prominent antecedents of the outcome of transition. Instead, supervisors provide guidance while monitoring workload demands to determine whether employees are able to cope with their new responsibilities. Allowing a degree of flexibility also gives Job Order employees time to understand unfamiliar tasks and gradually adjust to the expectations of the new assignment.

Gina-assignan og equal workload ang mga Job Order employees, ug gina-consider pud ang ilang personal needs para successful ang transition. Importante pud ang proper turnover ug clear communication aron mas hapsay ilang pag-transition into new roles. – KII 6

Equal workloads are assigned, and personal needs are considered to ensure successful transitions. Proper turnover and clear communication support Job Order employees' transitions into new roles. – KII 6

Similarly, KII 6 emphasized that a successful transition requires both organizational and individual considerations. In order to support employees in maintaining adaptive responses throughout their careers, it is essential to create an engaging work environment and cultivate an internal locus of control, generalized self-efficacy, and career curiosity (Mussagulova et al. (2023). Fair workload distribution can prevent employees from becoming overwhelmed, while attention to personal circumstances may help management identify adjustments that can support better adaptation. Proper turnover also ensures that important information, responsibilities, and pending tasks are transferred appropriately.

The participants' statements further show that communication plays a central role in reducing uncertainty during transitions. According to Ebiringa (2024), to get all employees keyed into the process, it is the responsibility of the leader to ensure that information about the change is clearly transmitted. When Job Order employees are clearly informed

about their new responsibilities, reporting arrangements, and expected outputs, they are more likely to adjust effectively and maintain continuity in their work. Coaching and turnover therefore serve as practical mechanisms for minimizing disruption and helping employees become functional in their new roles.

The findings imply that transitions among Job Order employees should be supported by clear communication, proper turnover, coaching, balanced workloads, and reasonable flexibility. A structured transition process can help reduce adjustment difficulties, maintain productivity, and enable employees to perform more effectively in their new assignments.

2) *Role Capability Building*

The theme role capability building highlights the importance of continuously developing the competencies of job Order employees so they can effectively respond to the demands of their assigned roles. This has been supported by Daruri (2021) that claims that capability building among employees will be equipped with various knowledge and skills which will improve them and also help organization to achieve its objectives. The participants' statements indicate that workload adjustment, mentoring, training, coaching, and feedback are used to help employees improve their performance and adapt to changing work responsibilities.

Gina-adjust ang workloads, ug gina-provide og continuous mentoring ug training para matabangan sila sa pag-manage sa job demands. Ang continuous mentoring ug feedback makatabang pud sa pag-improve sa performance sa mga Job Order employees ug sa ilang smooth transition sa role. – KII 3

Workloads are adjusted, and continuous mentoring and training are offered to help manage job demands. Continuous mentoring and feedback enhance Job Order employees' performance and support their transition. – KII 3

KII 3 suggests that capability building is not limited to formal training activities but also involves continuous workplace guidance. Shiri et al. (2023) noted that Opportunities for ongoing training or development were linked to a higher intention to remain in a current position. Adjusting workloads allows employees to manage responsibilities according to their current capabilities, while mentoring and feedback help them understand performance expectations, correct weaknesses, and gradually develop the competencies required for their assigned tasks.

Similarly, KII 8 emphasized that:

Gina-identify daan ang skills gaps sa mga Job Order employees, ug gina-provide-an sila og coaching para masuportahan ang ilang development. – KII 8

Skills gaps are identified early and coaching is provided to support Job Order employees' development. – KII 8

This indicates that identifying competency gaps at an early stage allows supervisors to provide appropriate interventions before these gaps significantly affect work performance. Skills gaps and training needs are identified by assessment tools like competency mapping and competency-based performance appraisals (Bahri, 2025). Coaching therefore serves as a developmental mechanism that helps Job Order employees

improve specific areas of weakness while strengthening their ability to perform independently.

The participants' statements show that role capability building is a continuous process of assessing employee needs and providing appropriate support. Rather than immediately viewing performance difficulties as employee failure, mentoring, training, and coaching provide opportunities for Job Order employees to develop the skills necessary to meet organizational expectations.

The findings imply that systematic identification of skills gaps, supported by continuous mentoring, coaching, training, feedback, and appropriate workload adjustment, can strengthen the capability of Job Order employees. Such developmental support may improve employee performance, facilitate smoother adjustment to new or expanded roles, and promote better alignment between employee competencies and organizational requirements.

3) Performance-Guided Placement

The theme performance-guided placement highlights the role of orientation, performance appraisal, and feedback in ensuring that Job Order employees are properly integrated into their assigned positions. Partial competence has a positive and significant impact on employee performance, according to Manapo, Dotulong, and Uhing's (2022). The participants' statements indicate that placement is not treated as a one-time decision, but as a process that continues through monitoring, evaluation, and adjustment.

Ang orientation ug performance appraisals makatabang sa mga Job Order employees nga maka-integrate effectively sa ilang roles. Gina-establish pud ang feedback channels para mas smooth ilang transition ug para ma-improve ilang performance. – KII 8

Orientation and performance appraisals help Job Order employees integrate effectively into their roles. Channels for feedback are established to ensure smooth transitions and improve performance. – KII 8

This suggests that orientation provides employees with an initial understanding of their duties and expectations, while performance appraisals determine how well they are adapting to their assigned roles. Feedback mechanisms further allow both employees and supervisors to identify concerns that may affect performance and adjustment. This was supported by Syafaruddin (2024) which claims that supervision and feedback from management, play an essential role in job performance.

Similarly, KII 5 indicates that regular assessment helps determine whether the placement remains appropriate and whether additional guidance, coaching, or adjustments are needed. Assessment may ensure organizations to ensure that they work optimally and contribute optimally to organizational goals (Syafaruddin (2024). Through feedback, supervisors can address performance gaps early and clarify expectations before these concerns affect work outcomes.

Ang feedback ug performance assessments makatabang para mas smooth ang transition sa mga Job Order employees ngadto sa ilang assigned positions. – KII 5

Feedback and performance assessments ensure Job Order employees transition smoothly into their positions. – KII 5

The participants' statements therefore show that effective placement requires continuous monitoring after the initial assignment. Performance appraisal and feedback provide a basis for assessing employee-job fit and for making necessary interventions that support successful integration into the workplace. According to Ebegbetale et al. (2023), feedback from performance reviews has a big impact on workers' motivation and productivity.

The findings imply that Job Order placement can be strengthened through systematic orientation, regular performance assessment, and accessible feedback mechanisms. Using performance information to guide coaching, workload adjustment, or reassignment may help improve employee-job fit, facilitate smoother transitions, and enhance overall work performance.

4) Psychosocial Workplace Support

The theme psychosocial workplace support highlights the importance of open communication, employee feedback, and responsive handling of workplace concerns in helping Job Order employees adjust and perform effectively. Employees who feel supported at work are more likely to have good mental and emotional health, according to Social Exchange Theory (Darshani, 2025). The participants' statements indicate that employees are better supported when they are given opportunities to express concerns and when supervisors respond constructively to their experiences.

Ang pag-encourage og feedback ug open communication makatabang para mas mahimong effective ang mga Job Order employees sa ilang trabaho. – KII 1

Encouraging feedback and open communication helps improve the effectiveness of Job Order employees. – KII 1

KII 1 suggests that communication provides employees with a channel to clarify concerns, seek guidance, and share difficulties that may affect their work. When employees feel that their views are heard, it may also strengthen their sense of involvement and support within the workplace.

Similarly, KII 5 indicates that psychosocial support goes beyond simply receiving complaints. It involves understanding the source of employee concerns and identifying appropriate responses that can help reduce difficulties during adjustment or reassignment. Such practices may also help prevent unresolved concerns from affecting morale, working relationships, and performance. Fukuura et al. (2026) suggests that when taken as a whole, these multilayered supports serve as safety nets that adapt to changes in health and obstacles in life, allowing for continued employment thru integrated support in both daily life and the workplace.

Gina-paminaw ang mga grievances, gina-analyze ang concerns, ug gina-recommend ang appropriate solutions para mas ma-improve ang transition sa mga Job Order employees. – KII 5

Grievances are listened to, concerns are analyzed, and solutions are recommended to improve transitions. – KII 5

The participants' statements therefore show that supportive communication and grievance handling contribute to a more responsive work environment. Fukuura et al. (2026) added that Employees can continue to work with more peace of mind in

Table 4
Insights gained by human resource personnel from overseeing the job placement process

Themes	Revised Core Ideas
Human Capital Philosophy	• Effective placement requires understanding employees' strengths, weaknesses, competencies, and development potential. • Clear job descriptions and competency requirements improve alignment between employees and assigned roles. • Placement helps HR identify employee capabilities, development needs, and opportunities for professional growth.
Digital Transformation and Modernization	• Technology infrastructure can strengthen recruitment, job matching, and placement administration. • Digital tools can improve the speed, accuracy, documentation, and transparency of placement processes. • Technological modernization must be accompanied by appropriate training and employee capability development.
Institutional Policy Reform	• Clear qualification standards and appropriate compensation influence the agency's ability to attract suitable applicants. • Transparent policies and protection from external influence strengthen fairness and accountability in placement. • Streamlined contract processing and systematic skills-to-task matching improve placement efficiency.
Continuous Feedback System	• Regular employee and supervisor feedback provides information for improving placement decisions. • Internal surveys, competency assessments, and performance monitoring help identify areas requiring intervention. • Digitalized feedback and documentation mechanisms can strengthen fairness, responsiveness, and efficiency.

environments created by systems that allow them to modify work procedures thru proactive communication with coworkers and supervisors. By recognizing both work-related and adjustment concerns, supervisors can provide appropriate assistance that helps Job Order employees cope with workplace demands and transitions.

The findings imply that strengthening feedback channels, open communication, grievance mechanisms, and supportive supervision can improve the workplace experience of Job Order employees. A responsive psychosocial support system may enhance adjustment, employee morale, engagement, and overall work effectiveness.

D. Insights Gained from Overseeing the Job Placement Process

Table 4 illustrates the insights HR acquired from managing the job placement process of Job Order employees. Our results show that experience with job placement has produced valuable themes of human capital philosophy, digital transformation and modernization, institutional policy reform and continuous feedback system.

1) Human Capital Philosophy

Human capital philosophy reflects the insight that effective job placement requires recognizing employees as individuals with distinct strengths, limitations, competencies, and capacity for development. According to Wujarso et al. (2021), it emphasizes the need for strategic investments in human capital thru learning and development initiatives, talent management, retention, and commitment. The participants' statements indicate that placement becomes more effective when employees are given opportunities to understand themselves and the organizational environment in which they are expected to work.

Mas adaptable ang employees kung naa silay chance nga masabtan ilang strengths, weaknesses, ug ang workplace culture. – KII 4

Employees are more adaptable when they have the chance to understand their strengths, weaknesses, and workplace culture. – KII 4

KII 4 suggests that employee adaptability is strengthened when individuals are aware of their capabilities and areas for improvement. Employee adaptability helps create a flexible and adaptable workforce that can prosper in the face of constant change (Samuel et al., 2026). Understanding workplace culture also helps employees adjust their behavior, communication, and

work practices according to organizational expectations. Such awareness can make transitions into assigned roles more manageable and can support better integration into the workplace.

Similarly, KII 7 emphasized that effective placement depends on having clearly defined job expectations and competency requirements. When the qualifications and capabilities of applicants are compared with specific job demands, the likelihood of placing employees in roles that match their abilities is improved. Clear job descriptions also provide employees with a better understanding of what is expected from them once assigned.

The job placement process becomes more effective when job descriptions and required competencies are clearly defined, allowing applicants to be properly matched with roles that fit their skills and qualifications. – KII 7

Mas effective ang job placement process kung clear ang job description ug competencies nga required sa position, aron mas sako ang pag-match sa applicants based sa ilang skills, qualifications, ug sa role nga ilang applyan. - KII 7

The participants' statements therefore demonstrate that job placement should not focus solely on filling manpower requirements. It should also consider employee competencies, potential for development, self-awareness, and compatibility with the organizational environment. This reflects a human capital perspective in which employees are viewed as valuable organizational resources whose capabilities can be strengthened and appropriately utilized.

The findings imply that a human capital-oriented placement system should emphasize clear job descriptions, competency-based assessment, employee self-awareness, and continuous development. Aligning individual strengths and competencies with organizational requirements may improve employee adaptability, job fit, performance, and the effective utilization of Job Order personnel.

2) Digital Transformation and Modernization

The theme digital transformation and modernization reflects the insight that effective job placement increasingly requires organizations to combine employee development with improved systems, clearer policies, and the use of appropriate technology. According to Khuc and Nguyen (2025), digital transformation will lead to higher job performance. The participants' statements indicate that placement is not only about assigning employees to available positions but also about creating an environment where they can continuously learn,

adapt, and contribute more effectively.

Ang job placements nga naga-encourage og skill development ug adaptability makatabang sa better employee performance ug motivation. Mas ma-improve pud ang job placement outcomes pinaagi sa clearer policies, smarter technology, ug stronger organizational structures. At the same time, ang job placement makatabang sa pag-promote og culture of continuous learning, adaptability, accountability, ug innovation within the organization. – KII 3

Job placements that encourage skill development and adaptability lead to better employee performance and motivation. Job placement outcomes can be improved through clearer policies, smarter technology, and stronger structures. Job placement promotes a culture of continuous learning, adaptability, accountability and innovation within the organization. – KII 3

KII 3 emphasized the value of clearer policies, smarter technology, and stronger organizational structures. This suggests that modernizing the placement process can improve both efficiency and employee experience. Clearer systems can reduce uncertainty, while technology can support more organized matching, monitoring, communication, and documentation of placement decisions.

The participant also emphasized that job placement can promote continuous learning, accountability, adaptability, and innovation. This indicates that placement practices may influence organizational culture. When employees are encouraged to improve their skills and adjust to changing work demands, they are more likely to become responsive to new responsibilities and evolving organizational requirements.

Ang job placement naga-promote og continuous learning ug skills development, which is beneficial both sa individual ug sa organization. Pinaagi sa training, mentoring, ug pag-attend og seminars, maka-improve ang Job Order employees sa ilang skills ug mas ma-feel nila nga included sila sa culture sa organization. – KII 5

Job placement promotes ongoing learning and skills development, which is good for individuals and the organization. Training, mentoring and attending seminars help Job Order employees improve their skills and feel included in the organization's culture. – KII 5

Meanwhile, KII 5 highlighted that training, mentoring, and participation in seminars help Job Order employees improve their competencies and feel more included in the organization. Employee well-being and the significance of preserving a healthy work-life balance have become increasingly important due to the transformation of the modern workplace (Arya et al., 2025). This shows that modernization should not be limited to technological improvements alone. It should also involve continuous capability development that enables employees to use new systems, respond to changing work processes, and participate more effectively in the workplace.

The participants' statements therefore show that digital transformation and modernization require both technological and human resource development. Technology can strengthen placement systems, but its effectiveness depends on employees who are adequately trained, adaptable, and supported

throughout the process.

The findings imply that modernizing the Job Order placement system should combine digital tools, clear policies, structured processes, and continuous learning opportunities. Strengthening training, mentoring, and technology-supported placement practices may improve employee-job alignment, adaptability, motivation, accountability, and overall organizational efficiency.

3) Institutional Policy Reform

The theme institutional policy reform reflects the insight that effective Job Order placement requires clear, consistent, and responsive institutional policies. Government effectiveness encompasses the capacity of public services, the civil service's proficiency, and the legitimacy of policy execution (Ahmad, 2025). The participants' statements indicate that recruitment and placement outcomes can be strengthened when qualification standards, compensation, contract procedures, and skills-to-task matching are systematically addressed.

Importante ang competitive salaries ug clearly defined qualification standards para maka-attract og right candidates ug ma-improve ang placement outcomes. – KII 10

Competitive salaries and defined qualification standards are essential for attracting the right candidates and improving placement outcomes. – KII 10

Participant suggests that institutional policies on compensation and qualifications directly influence the quality of applicants attracted to Job Order positions. Clear qualification standards help ensure that candidates possess the competencies required for specific roles, while competitive compensation may encourage more qualified individuals to consider and remain in Job Order employment.

Ang job placement makatabang sa HR nga ma-identify ang strengths sa employees, ilang skill gaps, ug development needs, para mas ma-improve ang role matching ug workforce performance. Ang pag-streamline sa contract processing ug pag-improve sa skills-to-task matching makatabang pud sa pag-enhance sa overall job placement process. – KII 1

Job placement allows HR to identify employee strengths, skill gaps and development needs, improving role matching and workforce performance. Streamlining contract processing and improving skills-to-task matching can enhance the job placement process. – KII 1

Similarly, KII 1 emphasized that job placement allows HR to identify employee strengths, skills gaps, and development needs. This indicates that placement should function not only as an administrative assignment but also as a mechanism for assessing how employees can be best utilized and developed. When HR has a clearer understanding of individual competencies and limitations, employees can be assigned to roles that better correspond with their capabilities and organizational requirements.

The participant further highlighted the need to streamline contract processing and improve skills-to-task matching. This suggests that procedural inefficiencies can affect the timeliness and effectiveness of placement. Delays in contract processing may disrupt staffing and operations, while weak skills matching may result in underutilization or poor performance. Institutional

reforms should therefore address both administrative efficiency and the quality of placement decisions.

The findings imply that strengthening Job Order placement requires institutional policies that establish clear qualification standards, competitive compensation, efficient contract processing, competency assessment, and systematic skills-to-task matching. These reforms may help attract qualified applicants, reduce placement delays, improve employee-job fit, and strengthen overall workforce performance.

4) Continuous Feedback System

The theme continuous feedback system reflects the insight that job order placement becomes more effective when employees receive regular guidance, clear orientation, and opportunities to communicate concerns throughout their engagement. Idrus (2025) believed that Organizations can empower workers, increase engagement, and achieve sustainable growth thru feedback systems by rethinking performance management as an ongoing process. The participants' statements indicate that feedback should not occur only during formal performance evaluation but should be integrated into the entire placement process.

KII 1 emphasized that strengthening job placement involves increasing training opportunities, providing clearer orientation, and offering longer contract periods to improve employee morale and project continuity. This suggests that feedback is closely connected with employee development and stability. When Job Order employees are properly oriented and continuously guided, they are better able to understand expectations, identify areas for improvement, and adjust to changing work demands. Longer engagement periods may also allow employees to apply feedback more consistently and develop greater familiarity with their assigned functions.

Ang job placement makatabang sa pag-strengthen sa system pinaagi sa pagdugang og training opportunities, paghatag og clearer orientation, ug pag-provide og longer contract periods para ma-improve ang employee morale ug project continuity. – KII 1

Job placement strengthens the system by increasing training opportunities, offering clearer orientation, and providing longer contract periods to improve employee morale and project continuity. – KII 1

Similarly, KII 9 indicates that feedback becomes more effective when supported by organized and accessible systems. A digitalized process can help document evaluations, communicate placement decisions, monitor employee progress, and provide a clearer basis for future assignments. Such mechanisms may also reduce inconsistencies and promote greater transparency in the placement process.

Ang pag-provide og clear feedback ug paggamit og digitalized process makatabang sa pag-improve sa job placement outcomes, while ensuring fairness ug efficiency sa process. – KII 9

Providing clear feedback and a digitalized process can improve job placement outcomes, ensuring fairness and efficiency. – KII 9

The participants' statements therefore show that a continuous feedback system involves both interpersonal communication

and structured mechanisms for monitoring employee performance and development. Regular feedback allows supervisors and Job Order employees to identify concerns early, address performance gaps, and make necessary adjustments before these affect overall work outcomes.

The findings imply that establishing a structured and technology-supported feedback system can strengthen Job Order placement by improving communication, transparency, employee development, and performance monitoring. Combining regular feedback with orientation, training, and documented digital processes may promote fairer placement decisions, stronger employee morale, and greater continuity in agency operations.

4. Conclusion and Recommendation

The study concludes that job placement of Job Order employees in a national government agency is generally guided by merit, qualifications, performance, departmental needs, onboarding, and skills matching. However, the process is also influenced by informal networks, budget limitations, contract uncertainty, job-role mismatch, political or internal interference, and limited opportunities for career progression. These conditions show that job placement is not merely an administrative assignment but a continuing human resource process that affects employee performance, morale, workforce stability, and organizational effectiveness.

The findings further show that Human Resource personnel address placement challenges through structured transition support, mentoring, training, performance assessment, feedback, workload adjustment, and psychosocial support. These practices help Job Order employees adjust to their roles, address skills gaps, and maintain performance during transitions. The experiences of HR personnel also emphasize the importance of human capital development, digital modernization, institutional policy reform, and continuous feedback in strengthening placement practices.

Overall, effective Job Order placement requires a transparent, competency-based, performance-guided, and employee-centered system. Aligning employee capabilities with organizational needs, while providing continuous development and support, can improve employee-job fit, workforce continuity, productivity, and the quality of public service delivery.

Based on the findings, the agency may strengthen its competency-based placement system by consistently matching the qualifications, skills, and experience of Job Order employees with clearly defined job requirements and departmental manpower needs. Standardized onboarding, clear role descriptions, proper turnover, and transparent placement procedures should also be reinforced to minimize role ambiguity, job mismatch, and perceptions of favoritism or political influence.

The agency may likewise strengthen workforce development and continuity through regular performance assessment, mentoring, coaching, targeted training, and accessible feedback mechanisms. Skills gaps identified through performance evaluations should serve as the basis for development

interventions, workload adjustments, or reassignment when necessary. Improved workforce and budget planning may also help reduce disruptions caused by contract uncertainty and the frequent replacement of experienced Job Order personnel.

Finally, the agency may modernize the placement process through digitalized records and monitoring systems that integrate competency profiles, assignments, performance results, training needs, and employee feedback. Periodic review of Job Order placement policies may further improve fairness, efficiency, and accountability. Future researchers may examine the perspectives of Job Order employees, supervisors, and managers or conduct similar studies in other government agencies to provide a broader understanding of job placement practices and outcomes.

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