

## BEYOND THE SURFACE: SEEING THE DIFFERENCE BETWEEN PROMISED AND ACTUALIZED EMPLOYEE RIGHTS AND PRIVILEGES

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### Abstract

Employee rights and privileges which are not just told to them but also printed within their contract have always been important, this study aimed to explore the challenges that happen in the contract renewal process at the institution Immaculate Conception College of Balayan, Inc., this study focused on any violations of the employees' rights, the fulfillment of duties, and the impacts of trust, communication, and expectations. This research is a Case Study under the Qualitative method. The participants of the study, who were chosen by the researchers through the purposive sampling method, are composed of ten (10) current employees of Immaculate Conception College of Balayan, Inc., and two (2) of its admins. With the use of thematic analysis, the collected data was systematically analyzed. The findings indicated that the employees of Immaculate Conception College of Balayan, Inc., had no perceived violations to their rights. The employees also felt that they and the Administration had also built a strong bond of trust between themselves, making them more driven when working. This study also underscored the importance of effective communication during the contract renewal process as good and continuous communication reduced the risk of miscommunication and promoted accountability throughout the contract renewal process.

**Keywords:** *Employee Rights, Violations, and Contracts.*

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## INTRODUCTION

The renewal of an employee's contract is the process of prolonging an existing employment agreement between an employer and an employee. As an employee's current contract nears its expiration, both parties engage in negotiations to define the terms of the new contract, ensuring clarity regarding job responsibilities, salary, and benefits. Employers typically dispatch renewal emails to employees 30-60 days before the contract's expiration date, which includes details like the job title, salary, and response deadline. This process demonstrates that the employer values the employee and wants to continue investing in their growth within the company (J. White, 2020).

Contract renewals involve various terms and conditions influenced by an employee's role, performance, and circumstances. For example, ineffective communication can hinder team productivity and trust. Therefore, it is crucial for Human Resources (HR) to establish clear communication channels and provide conflict management training. Additionally, a lack of motivation and interest can lead to employee demotivation, which can be improved by prioritizing feedback, recognizing top performers, and conducting frequent engagement surveys. Strong project management and organization are also essential, with HR overseeing important elements such as budgets, schedules, and performance measurement tools (K. Forent, 2021).

This research posits that improving employee retention requires addressing and resolving flaws in the renewal and employment processes simultaneously. This discussion aims to provide insights into solutions for addressing these flaws when renewing contracts. According to H. White (2023), renewing contracts aims to achieve improvement in various areas such as technology and innovation, workplace environment issues, employee motivation challenges, job security and career advancement concerns, effective communication, maintaining motivation, project management and organization, and hierarchy and bureaucracy issues. Contract terms encompass time duration, payment amount, and deliverables, with businesses allocating specific funds for contractors. Contractors can be terminated for breaching the contract, while they can also resign if the company fails to fulfill its obligations as outlined in the SOW/contract.

However, there is not much in-depth qualitative exploration into the specific challenges employees face during contract renewal periods. There is insufficient understanding of how employees perceive and manage the renewal process, including their experiences with decision-making about health plan changes and adjustments to contract terms. Existing studies tend to focus on organizational perspectives or procedural efficiency, while overlooking the subjective experiences and challenges that employees themselves encounter during these crucial periods of career continuity and health planning. Understanding this gap is crucial as it provides insights into how renewal processes impact job satisfaction, motivation, and overall well-being by considering employees' perspectives and experiences. Closing this gap can offer valuable insights for enhancing communication strategies, motivation efforts, and organizational support systems that cater to employees' specific needs during contract renewals. Furthermore, examining the link between health plan modifications and contract renewals can provide understanding on how organizational policies influence employees' health and financial planning choices.

This research includes advisory and consulting services, encouraging companies and offices offering renewal contracts to share common scenarios and issues encountered during contract renewals, and the solutions they used to address those issues. This study aims to identify and address flaws in contract renewals, particularly in Balayan, Batangas. Furthermore, the research will provide valuable insights for future job applications.

## Objectives

This study aims to explore the challenges in the contract renewal process at Immaculate Conception College of Balayan, Inc., focusing on violations of employee rights, fulfillment of duties, and the impact of trust, communication, and expectations. Specifically, the research will address the following questions:

1. What are the most common violations of employee rights during the contract renewal process at Immaculate Conception College of Balayan, Inc.?
2. How does the level of trust between employees and employers influence the experience and outcomes of contract renewals?
3. What are the specific duties and obligations expected of employees during the contract renewal process, according to HR and employers?
4. How do employers communicate expectations and address issues related to contract renewals with their employees?
5. What strategies can be proposed to enhance the contract renewal process, ensuring better alignment between employee rights, employer expectations, and communication practices?

## METHODS

### Research Method and Design

This study employs a case study approach to delve into specific instances of contract violations during the renewal process, aiming to provide a comprehensive and contextual analysis of these occurrences. According to Yin (2018), a case study design is suitable for exploring complex phenomena within their real-life context, making it an ideal choice for investigating the nuanced dynamics of contract renewals and violations. By focusing on non-teaching staff, maintenance workers, and teachers as participants, the study aims to capture diverse perspectives and experiences across different roles within the organization.

### Population and Sampling

This study involves a purposive sample of twelve participants, consisting of ten contractual employees and two admins in Immaculate Conception College of Balayan, Inc., Purposive sampling was selected to ensure that participants possess direct experience and knowledge relevant to contract renewals, thereby enriching the depth of information gathered (Yeshaswi, 2024). This approach allows for targeted selection of individuals who can provide comprehensive insights into the phenomena under investigation, aligning with the qualitative nature of the study.

### Participants of The Study

The study involves two key participant groups: employees and Admin personnel. Employees encompass non-teaching staff, maintenance workers, and teachers, selected to represent various levels and departments within the organization. Administration personnel are included to offer insights into the company's policies, practices, and challenges related to contract renewals. Purposive sampling will be employed to ensure that participants have direct experience and knowledge pertinent to contract renewals, aligning with the qualitative nature of the study (Yeshaswi, 2024).

### Research Instrument

To achieve the study's objectives, a single data collection instrument was employed: semi-structured interviews. This method was chosen for its flexibility, enabling the interviewer to follow a predefined set of questions while also allowing for spontaneous exploration of emerging topics (Jain, 2023). The interview guide included a checklist of questions designed to examine specific aspects of contract renewals, ensuring that key research objectives were

addressed while allowing for detailed narratives from participants. This approach facilitated the capture of personal experiences and perceptions, which were crucial for qualitative research aimed at understanding complex organizational dynamics (Ruslin, 2022).

### **Data Gathering and Procedures**

This study employed a systematic approach to gather comprehensive and relevant data from selected participants. A purposive sample of at least ten (10) active employees and two (2) administration personnel directly involved in contract renewals at Immaculate Conception College of Balayan was selected. A semi-structured interview schedule, comprising open-ended questions focused on contract renewal details, was developed to guide the interviews. Interviews were conducted either face-to-face or via online messaging, ensuring that participants had ample time to articulate their experiences without interruptions from their daily work activities. Each interview, lasting between 10 to 15 minutes, captured various facets of contract renewal as outlined in the interview guide. All interviews were conducted with informed consent, recorded using audio devices, and later transcribed for analysis. Data analysis aimed to identify recurring patterns and themes related to contract renewals through thematic coding. Member checking was utilized to validate findings, whereby initial results were shared with participants for feedback, ensuring the credibility and reliability of the study's conclusions.

### **Data Analysis**

In analyzing the data collected for this study, several systematic procedures were followed to arrive at a comprehensive conclusion. Initially, interviews were meticulously audio-recorded and transcribed verbatim, allowing for familiarity with participants' responses. Thematic coding facilitated a systematic examination and categorization of data into a codebook, grouping text sections under identified codes to simplify information while capturing emerging themes and patterns. These themes and sub-themes were critically analyzed in relation to research objectives and questions. To enhance reliability and validity, member checking was conducted to validate findings with participants, ensuring accuracy. Additionally, cross-checking various data sources, including interview records and the researcher's observation notes, further corroborated the findings. Finally, study results were summarized and interpreted within the context of existing literature on employment practices, offering recommendations for future research and practical applications.

### **Ethical Considerations**

This study adhered to ethical guidelines to ensure the protection of participants' rights, confidentiality, and well-being. Prior to data collection, informed consent was obtained from all participants, ensuring that they fully understood the study's purpose, procedures, and potential risks. Participants were assured that their identities and responses would remain confidential, with data anonymized and stored securely. They retained the right to withdraw from the study at any point without consequences. Additionally, the research followed ethical standards in handling and analyzing data, ensuring that findings were accurately represented without bias or manipulation. The study also complied with institutional and legal ethical requirements concerning research involving human participants, ensuring integrity and credibility in the research process.

## RESULTS and DISCUSSION

### Perceptions of Employee Rights During the Contract Renewal Process at ICCBI

The participants shared their views on employee rights and the contract renewal process. Several recurring themes emerged from the responses:

#### Lack of Awareness or Transparency in Contract Terms (Participants 6, 10)

#### No Perceived Violations of Employee Rights (Participants 3, 4, 11)

##### 1. Lack of Awareness or Transparency in Contract Terms

In this subtheme, some participants highlighted a significant lack of clarity and transparency when it comes to the details of their contracts, especially during the renewal process. Participant 6 shared that, "We do not have the idea of what is in the contract because in that renewal form, we can only see the year that we need to extend our services and if not, we can choose from those different choices like if we were going for a 1-year leave, educational leave, so on and so forth." This statement reveals that the contract renewal form provides very limited information, mainly focusing on the duration of service extensions and leave options, but fails to outline the specific rights, benefits, and conditions that should typically be included in a contract. This aligns with the findings of Smith (2017) and Johnson (2019), who emphasized that insufficient communication and lack of clarity in the terms of contract can lower employee trust and lead to the unawareness of their rights. It appears that employees are not given full access to the terms of their contracts or any updates that may have been made, which could leave them in the dark regarding their rights and obligations.

Additionally, Participant 10 further clarified the situation by explaining, "Wala naman kaming contract ano, bilang \*\*\*\* naman ang amin naman ay always obey kung ano yung binibigay sa aming assignments, sooo naaayon naman samang buhay yung paano naming ginagampanan ang aking role dito sa ICC." This statement reflects a more passive view of the contract renewal process, where the focus is less on formal agreements and more on the role of obedience to the institution's leadership. Participant 10, who is a \*\*\*\*, indicates that the renewal process is not a major concern for them, as their primary responsibility lies in fulfilling the tasks assigned by the institution, rather than reviewing or engaging with contract terms. Such a dynamic could lead to potential oversight of contractual obligations and rights, as noted by Taylor (2020), who highlights the risks of limited employee engagement in understanding workplace agreements.

These statements together suggest that there is a gap in communication, where employees may not be fully aware of their rights or the specific conditions of their contracts. The renewal process may lack sufficient transparency, which could lead to employees inadvertently overlooking important details that could affect their employment terms.

##### 2. No Perceived Violations of Employee Rights

In contrast to concerns about transparency and awareness, several participants expressed that they had not experienced any violations of their rights during the contract renewal process. These individuals seem to feel that the institution adheres to labor standards and ensures that their rights are respected.

Participant 3 directly stated, "None," when asked about violations of employee rights. This brief but clear response suggests that, from Participant 3's perspective, there have been no issues or concerns regarding the renewal process or the guarantees made in their contract. This sentiment aligns with Anderson (2020), who discusses the

importance of aligning contract renewal practices with organizational goals and ensuring clarity in employment agreements.

Similarly, Participant 4 emphasized, "All benefits are properly stipulated." This statement indicates that, from their point of view, the terms related to employee rights and benefits, such as salary, health insurance, and other perks, are explicitly mentioned and clearly understood. Participant 4 feels assured that they are receiving all the benefits they are entitled to without any issues, which reflects satisfaction with the contract renewal process.

Participant 11 also shared a similar sentiment, stating, "Nothing, everything was stipulated and explained." This further reinforces the idea that certain participants feel confident that the institution is transparent in its dealings with employees, ensuring that all rights are communicated and upheld. For these participants, there seems to be little to no concern about potential violations because they perceive the contract terms as clear, fair, and in full compliance with labor standards. Overall, these responses highlight that for some employees, the contract renewal process is straightforward, with no perceived violations or issues. They feel that their rights are guaranteed, and that the renewal process is handled appropriately by the institution. However, this perspective contrasts with the lack of awareness or transparency observed in other responses, suggesting that the experience of contract renewal may differ depending on the role or the communication practices within the institution.

### **The Influence of Trust on the Experience and Outcomes of Contract Renewals at ICCBI**

The participants shared their views on how the level of trust between employees and employers might influence the experience and outcomes of contract renewals. Based on their responses, the following themes emerged:

#### **Trust as a Motivational Driver in Contract Renewal Outcomes (Participants 3, 8, 10, 11)**

##### **Decrease Job Satisfaction and Commitment (Participants 1, 2, 9)**

##### **Poor Autonomy and Initiative in the Workplace (Participants 8, 10)**

#### **1. Trust as a Motivational Driver in Contract Renewal Outcomes (Participants 3, 8, 10, 11)**

Trust is a fundamental driver of motivation, and its presence in the employee-employer relationship directly influences how employees approach their work. When employees feel trusted, they are more likely to be motivated to perform at their best. Participant 3 explained, "The sense of being trusted serves as a compelling motivation for me to perform at my best." This statement emphasizes that when employees believe their efforts are valued and that their employer has confidence in their abilities, they feel an intrinsic motivation to succeed. Employees who feel trusted are more likely to approach tasks with enthusiasm and diligence, knowing that their contributions are important to the organization's success. This heightened sense of responsibility leads to increased productivity, which not only improves their performance but also strengthens the likelihood of positive outcomes during contract renewals.

Trust also enables employees to take greater ownership of their work. Participant 10 shared, "Trust builds initiative... it gives me the confidence to do things on my own," which reflects how employees who are trusted are empowered to work independently and take proactive steps in their roles. Rather than waiting for detailed instructions, trusted employees are more likely to anticipate needs, solve problems independently, and contribute in meaningful ways. This autonomy increases employee engagement, as they feel empowered to make decisions and contribute ideas. The result is a more committed workforce that is eager to meet the organization's goals. This level of engagement

fosters loyalty and increases the chances of a successful contract renewal, as employees demonstrate their value to the organization through consistent performance and initiative.

Furthermore, trust strengthens the emotional connection between employees and their employers, leading to a deeper sense of job satisfaction and commitment. Participant 11 highlighted, "You get to be inspired and motivated to perform the task or responsibilities because the administration has entrusted the job to you." This statement suggests that when employees feel trusted, they are not only motivated to perform their tasks well but also feel a greater sense of pride and fulfillment in their roles. This sense of inspiration encourages employees to go above and beyond, contributing positively to the organizational culture. As a result, employees who experience trust are more likely to feel motivated to stay with the company long-term, influencing the renewal process by reinforcing their commitment to the organization.

## **2. Decrease Job Satisfaction and Commitment (Participants 1, 2, 9)**

When trust is lacking in the workplace, job satisfaction and employee commitment can significantly decline, which negatively impacts the contract renewal process. For example, Participant 1 shared, "A lack of trust can affect job satisfaction and motivation." This reflects the reality that trust is essential for creating an environment where employees feel comfortable, secure, and valued. When trust is absent, employees may begin to feel disconnected from the organization, resulting in diminished motivation to perform well. They may start to question whether their efforts are recognized or appreciated, which leads to disengagement and dissatisfaction with their roles. This lack of satisfaction can directly affect the outcome of contract renewals, as employers are less likely to renew contracts for employees who show low motivation or commitment.

Participant 2 further emphasized, "Trust issues will lead to reduced motivation like I said, not that it happened to me," indicating that even the perception of trust issues—whether real or perceived—can impact an employee's motivation. Employees may begin to feel that they are working in a less-than-ideal environment, which can cause them to question the fairness of their treatment and the likelihood of their career progression within the organization. The lack of trust can create a toxic atmosphere where employees are not willing to put in extra effort because they do not feel that their work is genuinely valued. This disengagement can result in subpar job performance and a decreased willingness to continue their employment, ultimately affecting their eligibility for contract renewal.

Furthermore, Participant 9's statement, "If there is no trust, there is no motivation to work," captures the essence of how the absence of trust impacts employee performance. When trust is lacking, employees may feel undermined or unsupported, leading to a decrease in their motivation to perform at a high level. The lack of trust can also lead to feelings of uncertainty and anxiety, causing employees to become less enthusiastic about their roles and the work they are doing. Over time, this decline in job satisfaction can erode their commitment to the organization, making them less likely to stay with the company, and less likely to contribute to positive outcomes during the contract renewal process.

## **3. Poor Autonomy and Initiative in the Workplace (Participants 8, 10)**

A lack of trust can significantly hinder employees' autonomy and their ability to take initiative, which ultimately impacts both their performance and their sense of ownership in the organization. Participants who reported feeling that their autonomy was limited due to a lack of trust expressed frustration and disengagement. For example, Participant 8 shared, "It affects me in a very positive manner because that is what I was looking for in an institution,"



implying that when trust is present, employees feel empowered to take charge of their responsibilities. On the other hand, when trust is lacking, employees may feel micromanaged or stifled in their ability to make decisions or take proactive steps in their roles. This lack of autonomy can lead to dissatisfaction, as employees feel they are not given the freedom to contribute ideas or improve processes on their own.

When employees lack the trust of their employer, they may feel that their contributions are not valued, leading to reduced motivation to take initiative. As Participant 10 explained, "Trust builds initiative... it gives me the confidence to do things on my own," it becomes clear that when employees feel trusted, they are more likely to act independently, make decisions without needing approval, and contribute more effectively to their team or department. Conversely, when trust is absent, employees may only perform tasks that are explicitly assigned to them, without going the extra mile or looking for opportunities to contribute beyond their basic duties. This lack of initiative can affect both their performance and the organization's overall success, which directly influences the contract renewal process. Employees who do not demonstrate autonomy or initiative may be viewed as less valuable by their employers, diminishing their chances of having their contracts renewed.

Moreover, when trust is lacking, employees may become disengaged from their work, leading to a passive approach to their responsibilities (Johnson, 2019). When they are not trusted, employees are less likely to take ownership of tasks or think creatively about solutions, as they may feel that their input is neither needed nor appreciated. This lack of proactive behavior can harm their job satisfaction and overall engagement, which in turn affects their ability to meet performance expectations. In a contract renewal scenario, this disengagement can result in employers viewing employees as less committed or driven, which can lower the likelihood of contract renewal. When trust is absent, employees are unlikely to put in the extra effort that could set them apart and increase their chances of continued employment.

### **Perceptions of Duties Expected During the Contract Renewal Process at ICCBI**

The participants shared their views on the specific duties expected of employees during the contract renewal process. Several recurring themes emerged from the responses:

#### **General Duty of Maintaining Performance and Meeting Expectations (Participants 1, 2, 7)**

#### **Specific Job-Related Responsibilities (Participants 3, 4, 5, 8, 9)**

#### **Understanding and Implementing Contractual Terms (Participants 10, 11, 12)**

### **1. General Duty of Maintaining Performance and Meeting Expectations (Participants 1, 2, 7)**

One of the key expectations placed on employees during the contract renewal process is the consistent demonstration of good performance and the ability to meet established expectations. As noted by Participant 1, employees are expected to give their "best every school year," suggesting that the contract renewal process serves as an evaluation of an employee's overall contributions over time. This theme highlights the importance of continuous effort and sustained commitment to the institution's goals. Employees are assessed not just on specific tasks but on their ability to remain motivated, diligent, and focused on achieving high-quality outcomes year after year.

Participant 2 further elaborates on the notion of meeting expectations, emphasizing that employees should perform their "regular duties." This suggests that employees are not necessarily expected to take on additional roles



or responsibilities during the contract renewal period but are expected to maintain their performance in the duties they were initially hired for. The focus here is on consistency, reliability, and continued competence in carrying out everyday responsibilities. This consistency in performance over the course of the employee's tenure is a significant factor considered when deciding on contract renewal (Brown, 2018).

Moreover, Participant 7 added that they were expected to continue fulfilling the "same duties and responsibilities" as they had during the first contract signing. This indicates that contract renewal is often seen as a natural progression where employees are trusted to continue performing their roles without any major changes unless specified by the employer. This continuity assures both the employer and the employee that the individual is reliable and capable of maintaining the standards expected of them. Hence, the general duty of maintaining good performance and meeting pre-established expectations is central to the contract renewal process, and it plays a significant role in the decision-making process.

## **2. Specific Job-Related Responsibilities (Participants 3, 4, 5, 8, 9)**

Another major theme that emerged is the focus on specific job-related responsibilities. This refers to employees being expected to fulfill particular duties based on their role within the organization. For example, Participant 3 emphasized that their role involved "guiding the teachers in creating a challenging, productive, and meaningful learning environment." This reflects a clear expectation for individuals in leadership or academic positions to take responsibility for the learning outcomes of the students, which directly contributes to the educational goals of the institution. Contract renewal, in this case, hinges on the employee's ability to coordinate and manage various academic programs effectively, ensuring that the institution meets its objectives.

Similarly, Participant 4 shared their responsibilities as a \*\*\*\* who focuses on student well-being. This specific duty involves managing the mental health of students, which is a highly specialized role in educational institutions. Contract renewal for employees in such specialized positions likely depends on their success in fulfilling these duties, as well as their contribution to the overall support and development of students. For Participant 4, fulfilling this responsibility is not only about personal job satisfaction but also about fulfilling a vital institutional function, which impacts how the organization perceives their role during contract renewal.

In more operational roles, Participant 5 mentioned the specific duties in their respective Office, and Participant 8 elaborated on their tasks in their own Office, which included payroll management, attendance monitoring, and handling government payments. These operational roles are equally important to the smooth functioning of the institution, and the performance of employees in these areas is closely tied to the renewal process. For example, ensuring the accuracy of payroll and managing employee attendance are critical responsibilities that demonstrate an employee's attention to detail and ability to manage sensitive institutional tasks. In the case of maintenance, Participant 9 highlighted that their role as a maintenance worker involved fulfilling the expectations specific to keeping the facilities in good working condition. These specialized duties all point to the fact that during the contract renewal period, employers expect employees to meet the specific responsibilities that are outlined in their roles.

## **3. Understanding and Implementing Contractual Terms (Participants 10, 11, 12)**

A third theme that emerged from the responses relates to employees' understanding and implementation of the terms and conditions outlined in their contracts. This is crucial because employers expect employees to fully understand their roles and responsibilities as specified in the contract, as well as any additional obligations that may

come with contract renewal. Participant 10 reflected on their role, stating that they were expected to carry out the duties associated with their role as \*\*\*\*, aligning with the responsibilities they agreed to upon signing their initial contract. This illustrates the expectation that employees understand their job descriptions and the contract stipulations, including job duties and performance standards.

Participant 11 mentioned that they were "given the job description and responsibilities as a \*\*\*\*," which reinforces the idea that contract renewal decisions are based on how well employees understand and execute their duties as per their job descriptions. This is a critical element for employers when evaluating contract renewal, as they expect employees to fulfill the specific requirements of their position without ambiguity. An employee's ability to consistently meet these expectations reflects their competency and reliability.

Participant 12's response sheds light on the importance of contract comprehension and its implications for employees' responsibilities. They mentioned that they needed to ensure they understood the contract and that it would be implemented and protected for both their benefit and that of their colleagues. This proactive stance highlights that employees are expected to not only understand their own roles but also to advocate for the fair application of contractual terms, ensuring that both employer and employee obligations are honored. This theme underscores that clear communication and mutual understanding of the terms of the contract are crucial for both parties, as they directly influence the success of the contract renewal process. Employees who are well-versed in their contract terms and proactively engage with them are more likely to have their contracts renewed successfully.

### **Communication of Expectations and Issues Related to Contract Renewals at ICCBI**

The participants shared their experiences regarding how employers communicated expectations and issues related to contract renewals. Several recurring themes emerged from the responses:

#### **Written Communication of Expectations (Participants 1, 5, 9, 11)**

#### **In-Person and Informal Communication (Participants 2, 6, 7, 8)**

#### **Institutional Meetings and Discussions (Participants 3, 6, 12)**

#### **Role of Personal Communication and Reminders (Participants 10, 12)**

### **1. Written Communication of Expectations (Participants 1, 5, 9, 11)**

A prominent theme that emerged in the data is the use of written communication to convey expectations and contractual matters. For example, Participant 1 shared that their expectations regarding contract renewal were communicated through "paper and pen," which emphasizes the formal and structured nature of communication in this context. Written communication serves as an official record that both employers and employees can refer back to, ensuring that the expectations are clear and documented. It also provides a level of transparency, ensuring that both parties are on the same page regarding the renewal process and its associated duties.

Similarly, Participant 5 mentioned that letters were used to communicate contract renewal matters. Letters, as a form of written communication, carry a sense of formality and professionalism. They not only outline the terms and conditions but also provide employees with an opportunity to review and keep a copy for future reference. This

helps mitigate any confusion or discrepancies that could arise during the renewal process. Written letters also enable employers to communicate precise details about the process, deadlines, and any changes in terms, offering a tangible record of communication that can be revisited if needed.

Participant 9 and Participant 11 reinforced this notion, sharing that letters or copies of relevant documents were provided to them. This approach highlights the importance of written documentation in the communication of expectations during contract renewals. It serves as a safeguard for both parties to ensure that no details are overlooked or misinterpreted. By communicating expectations through written formats, employers can minimize misunderstandings and help employees feel secure in their understanding of their rights, duties, and the overall contract renewal process.

## **2. In-Person and Informal Communication (Participants 2, 6, 7, 8)**

Another important theme that arose from the responses is the role of in-person and informal communication in conveying expectations related to contract renewals. Many participants described how informal, face-to-face interactions with the administration or employers took place to clarify and discuss renewal expectations. Participant 2 shared that, although written communication was used, there were instances where they had one-on-one discussions with the administration when time allowed. This informal method of communication is valuable because it provides employees with the opportunity to ask questions, clarify uncertainties, and receive immediate feedback. Informal communication can also help build rapport and foster an open, approachable atmosphere between employees and their employers.

Participant 6 also mentioned the importance of general meetings where employees could address any questions or concerns about their roles and contract renewals. These types of interactions are especially helpful because they allow for real-time discussion of issues, fostering a more dynamic exchange of ideas between employees and employers. Additionally, Participant 6 pointed out that one-on-one talks with the administration helped further personalize the renewal process, ensuring that employees could voice specific concerns or ask for clarification about expectations in a more intimate setting. The personal touch provided in these meetings can help reduce feelings of uncertainty or anxiety that might arise during contract renewals.

Similarly, Participant 7's response emphasized how the assistant secretary of the Directress would communicate the need for contract renewal and provide employees with ample time to submit their renewal papers. This direct and informal communication approach allows employees to feel prepared and informed, reducing the pressure often associated with renewal deadlines. Participant 8 also highlighted that the institution listens to its employees, ensuring that expectations during contract renewal were communicated clearly. When employees feel heard and understood, they are more likely to trust the process and feel confident in meeting expectations. This theme of informal communication reinforces the idea that employees are more likely to engage with the renewal process when they have open lines of communication with their employers, creating a more transparent and supportive environment.

## **3. Institutional Meetings and Discussions (Participants 3, 6, 12)**

Institutional meetings are another significant theme related to how employers communicate expectations about contract renewals. These meetings provide a formal platform where employers can convey expectations and address concerns in a structured manner. For instance, Participant 3 noted that apart from institutional meetings, there were academic board meetings and one-on-one meetings conducted when necessary. These gatherings provide a

forum for employees to engage directly with decision-makers and ask for clarifications on any issues related to contract renewal. The structured nature of these meetings helps ensure that all employees are informed about the expectations and changes regarding contract renewals in a timely manner.

Participant 6 further emphasized that general meetings were regularly held to address any questions or concerns about contract renewal. This setting allows for a broader discussion where employees can collectively learn about the renewal process and share their views. It also enables employers to communicate with a larger group, reducing the likelihood of important information being missed by individual employees. The general meeting environment ensures that there is a consistent message delivered to everyone, reinforcing transparency and preventing any potential miscommunication. Additionally, the inclusion of one-on-one discussions further personalizes the renewal process, giving employees a chance to delve deeper into their specific circumstances or concerns.

Participant 12 shared that they frequently reminded employees of their expectations during meetings, in addition to referencing the details in the contract. This approach highlights the importance of continuous communication in keeping employees aligned with organizational goals and expectations. By addressing renewal expectations not just once but consistently during regular meetings, employers ensure that employees are constantly aware of their responsibilities and duties. This proactive communication prevents any surprises or misunderstandings, making the renewal process smoother for everyone involved (Lee, 2021). The use of institutional meetings to communicate expectations promotes a sense of accountability and responsibility among employees, as they are continuously reminded of the expectations they need to meet.

#### **4. Role of Personal Communication and Reminders (Participants 10, 12)**

The role of personal communication and reminders was another theme highlighted in the data. Personal communication fosters a more individualized and supportive atmosphere for contract renewal discussions. Participant 10 mentioned that in their case, there were no explicit expectations laid out because their role was more focused on personal development within their religious community. This suggests that, for certain roles, expectations may be communicated less formally and more through personal development and ongoing reflection. In such cases, employees may have greater flexibility in defining their roles, but it still requires an underlying understanding of what is expected.

Participant 12, however, took a more proactive role in reminding employees of their expectations during meetings. This is an example of how employers can ensure that employees are continually reminded of their responsibilities. Regular reminders help employees stay focused on the tasks and responsibilities tied to their contract renewal, ensuring that they are clear on what is expected of them. By continuously engaging employees in conversations and reminders, employers create an environment where expectations are actively reinforced and where employees are more likely to feel prepared for contract renewals.

**Table 1**

#### **Enhancing Employee-Employer Alignment in the Contract Renewal Process**

Objective	Action Steps	Timeline	Responsible Parties	Success Indicators	Monitoring and Evaluation
1. Improve Transparency and Clarity of Contract Terms.	- Review and update contract templates to include job descriptions, duties, rights, and legal consequences.	- 2 months for contract review.	- Administration, Legal Consultant	- 98% of the contracts are clear and updated.	- Employee satisfaction surveys regarding contract clarity.
	- Involve a third party (e.g., legal advisor) during the signing process to ensure clarity.	- Next contract cycle.	- Administration, Legal Consultant	- A full 95% involvement from the legal third party.	- Track third-party participation during contract signing.
	- Clearly indicate employee status (probationary, part-time, full-time) in the contract.	- Next contract cycle.	- Administration	- 80% of Employees understand their employment status.	- Employee feedback on clarity of job status in contracts.
2. Foster Open Communication through Consultative Meetings	- Host quarterly consultative meetings where employees can voice concerns and ask questions.	- First meeting within the next quarter.	- Administration, Supervisors	- Increased employee participation at around 85%.	- Attendance rates in meetings and feedback on communication effectiveness.
	- Conduct employee satisfaction surveys to assess needs (personal, professional, financial) and inform contract renewal.	- Bi-annually.	- Administration	- 95% of decisions based on employee feedback.	- Results of employee satisfaction surveys and follow-up actions.
	- Schedule one-on-one meetings to address individual concerns before contract renewal.	- Semi-annually.	- Administration	- Improved clarity at 95% and fewer misunderstandings.	- Number of one-on-one meetings held and issues resolved.
3. Align Employee Expectations with Employer Requirements.	- Implement performance-based contract renewals, linking renewal to clear performance metrics.	- Next contract cycle.	- Administration, Supervisors	- A clear link of 95% between performance and contract renewal.	- Performance reviews tracked for each employee and renewal outcomes.
	- Define clear KPIs (Key Performance Indicators) for each role.	- Within 3 months.	- Administration, Supervisors	- KPIs of around 95% aligned with job roles and expectations.	- Monitoring of KPIs and their impact on contract renewals.
	- Conduct regular performance reviews (semi-annually) to evaluate progress toward contract renewal criteria.	- Semi-annually.	- Supervisors, Performance Review Teams	- 95% of regular performance reviews conducted.	- Tracking of performance review completion rates and results.
4. Build Trust and Respect through Effective Communication.	- Establish open communication lines for employees to discuss concerns regarding contract renewals.	- Implement within 1 month.	- Administration	- An increase of 95% in Employee engagement and satisfaction.	- Monitoring of communication frequency and employee trust levels.
	- Foster a supportive environment where employees feel comfortable sharing concerns.	- Ongoing.	- Administration, Supervisors	- 95% of the work environment is positive and with open lines of communication.	- Employee sentiment tracking through surveys and feedback.

## CONCLUSION

### Perceptions of Employee Rights During the Contract Renewal Process at ICCBI

The findings suggested that employee perceptions of their rights during the contract renewal process at ICCBI had been mixed. While some employees felt their rights had been well-protected and the renewal process had been transparent, others reported a lack of awareness and clarity regarding contract terms. This disparity indicated that communication and engagement in the contract renewal process had been inconsistent, potentially leaving some employees unaware of their rights or the full scope of their contract details.

### The Influence of Trust on the Experience and Outcomes of Contract Renewals at ICCBI

The findings highlighted the influence of trust on the experiences and outcomes of contract renewals at ICCBI. Trust served as a motivational driver, improving employee engagement, job satisfaction, and overall performance. A lack of trust, on the other hand, eroded employee motivation, commitment, and autonomy, ultimately leading to poor outcomes in the contract renewal process. Employees who felt trusted were more likely to demonstrate initiative and commitment, increasing their chances of contract renewal, whereas those who perceived a lack of trust tended to disengage, lowering their chances of renewal.

### Perceptions of Duties Expected During the Contract Renewal Process at ICCBI

The findings indicated that the contract renewal process had been heavily influenced by employees' ability to consistently meet performance expectations, fulfill specific job responsibilities, and understand their contractual obligations. Employers placed significant value on employees who not only maintained high standards but also demonstrated reliability, competence, and a clear understanding of their roles and responsibilities. Contract renewal

decisions had not only been based on the completion of daily tasks but also on how well employees had aligned their actions with the duties outlined in their contracts.

### **Communication of Expectations and Issues Related to Contract Renewals at ICCBI**

The study underscored the importance of effective communication in the contract renewal process. A combination of written communication, informal in-person interactions, and institutional meetings had created a well-rounded approach to conveying expectations. While written communication provided a formal and reliable record, informal conversations and institutional meetings ensured that employees had access to clarification and support when needed. Personalized communication, such as reminders and one-on-one meetings, had played a key role in ensuring employees remained aligned with organizational goals. Continuous communication through meetings reinforced expectations, reduced the risk of miscommunication, and promoted accountability throughout the contract renewal process.

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