

# **Evaluation of contingent employment**

## **Empirical study on hospitals of Mansoura University**

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## **Abstract:**

**Purpose** - The purpose of this paper is to evaluate the contingent employment from contingent employees perspectives and managers perspectives, highlighting the the effect of job security and job justice on the satisfaction of the employees also the effect of behavior of contingent employees on their performance and the validation of contingent employment to do all jobs in the organization.

**Design/methodology/approach** - Original research using two questionnaire one for contingent employees and the other to the managers of contingent employees the study sample consist of two samples, first sample of-384 contingent employees and respondents was 218 from 9 hospitals of Mansoura University the second random sample of 63 managers of contingent employees in 7 hospitals of Mansoura university and respondent was 55 managers.

**Findings** - The results of this study indicate that there is significant effect of job security and job justice of contingent employees on their job satisfaction .also there is significant effect of validity of contingent employees to work in all jobs in the organization on the performance of the contingent employees but there's no significant effect on there behavior.

**Originality/value** - This study contributes to research on evaluation of contingent employment by measuring job satisfaction of contingent employees through job security and job justice also measuring the agreement between managers about the validation of contingent employees to specific jobs, and their supporting role for behavior and performance.

**Keywords:** contingent employment, contingent worker

## Introduction

Contingent employment is gaining prevalence as an accepted means of staffing in organizations, mainly due to the demands of employers for labor flexibility, the existence of temporary work agencies to supply labor, and the desire of some employees for varied work experiences. Early contingent arrangements were associated with lesser-skilled workers, e.g. manual labourers, clerical staff, janitorial staff (Nesbit P., 2006), but today's workplaces include skilled professional and technical contingent workers. While several series of papers have describes the economic conditions present during the late twentieth century that created an environment conducive to the expansion of the contingent workforce, examines why employer hiring trends have shifted towards an increased use of contingent employment relationships, addresses the question of income and benefit equality within the contingent workforce and with traditional relationships "permanent employment", examines worker classification by evaluating whether classification as an contingent employee or a traditional employee changes how a worker is protected by employment and labor laws ,examine the organizational factors that determine the use of contingent employees.,(Aubertine(a),2009 Redpath et.al. 2009, Supangco,2008). The purpose of this research is to evaluate the contingent employment from contingent employee's perspectives and manger's perspectives, highlighting the effect of job security and job justice on the satisfaction of the employees also the effect of behavior of contingent employees on their performance and the validation of contingent employment to do all jobs in the organization.

## Theoretical Background:

The construct of contingent employment:

Contingent employment has been defined in somewhat different ways by various authors who work in this research area. Nonetheless, there are three key elements that seem to be consistent across research studies on the topic.

**First**, contingent employment does not entail permanent positions with any one employer or client.

**Second**, contingent employment generally consists of less than 30-35 hours per week with any given employer. So, although a contingent employment may be employed in total more than 40 hours per week, rarely does that contingent worker put in all those hours with one particular client or, certainly, does not do so for extended periods of time.

**Third**, contingent work is limited in scope in some way. In some cases, that scope is defined by contract (e.g. temporary workers); in other cases, toward a new taxonomy that scope is defined by the duration of a specific project or task to complete (e.g. web site designers). In one way or another, though, there is some demarcation of partial inclusion from "core" employees.(Feldman D.,2006;Supangco,2008)

For our purposes, then, we define contingent work as employment th at is:

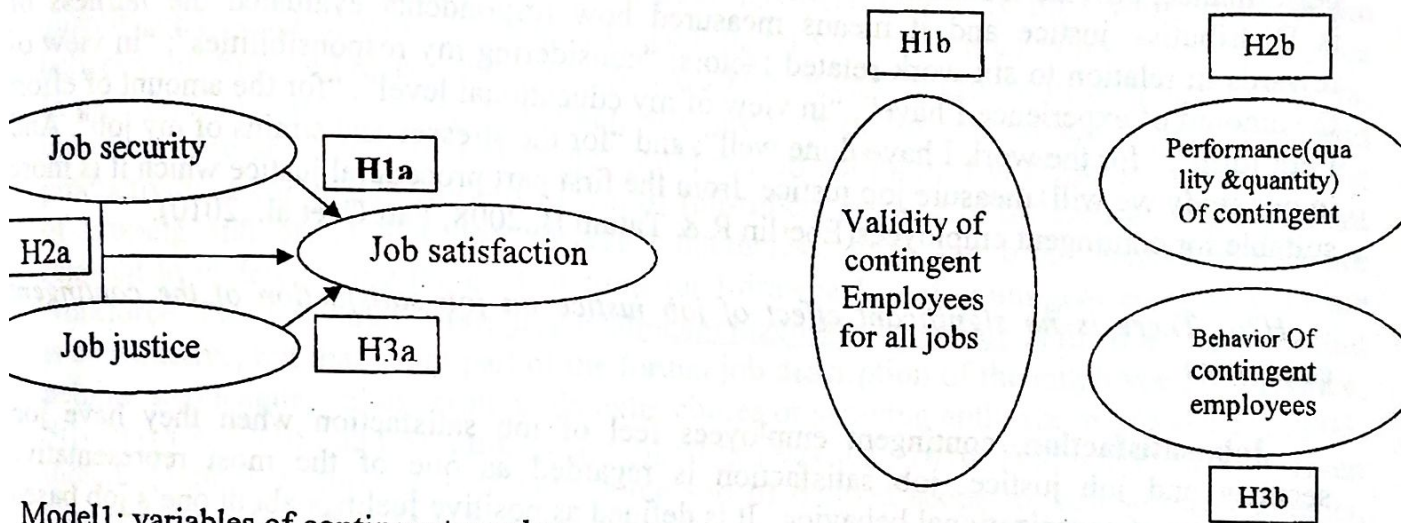
- 1) Not permanently associated with any one employer or client.
- 2) Is limited in duration either by contract or by the duration of a specific task or project.

Contingent or non-standard employment is a workforce category that varies across countries and industries, but that typically includes part-time, temporary, seasonal, contract agency, and self-employed workers. More specifically, In the Philippines, work that does not provide workers with security of tenure is classified as non-regular employment. (Supangco, 2008). Examples of nonregular employees are contractual, casual, commission-paid, part-time seasonal, and probationary workers. also in Egypt There is also the temporary work contract

which is used with the purpose of giving the employee a well-specified assignment. There is no maximum duration, the occasional work contract exists in the case of a specific assignment and its duration cannot exceed 6 months. the seasonal work contract highly used in the tourism sector is concluded for a work which is required to be repeated every year at around the same fixed date ([www.manpoure.com.eg](http://www.manpoure.com.eg)).

Often, contingent work is associated with "bad" jobs, e.g. those getting a lesser deal in the exchange with minimum security, lower pay, and few, if any, benefits (Kalleberg et al., 2000).but now all kinds of jobs "bad jobs and skill jobs "can higher in it contingent employees (Redpath,et. al, 2009; Aubertine,(a),2009), so the researchers want to evaluate the contingent employment because there is large proportion of employees today are contingent employment .

We evaluate the contingent employment from contingent employees view by studying their job satisfaction through their feeling of job security and job justice, and also from the view of their managers through studying the validity of contingent employees for all jobs, the role of contingent employees in supporting the behavior in the organization, the role of contingent employees in supporting the performance in the organization.



Modell: variables of contingent employees  
 Source: by researchers

Model 2: variables of managers of contingent employee  
 Source: by researchers

## Model I:

**Job security**, its effect on job satisfaction of contingent employees, temporary workers, may create two classes of employees – permanent workers with relatively secure, high-paying employment, and temporary workers who have only sporadic, low-paying work. The latter class is often members of groups that have little power in organizations, as, for example, women, minority groups and the very young. Firms may experience little pressure to change the inequalities generated by externalization because of the greater degree of power they have over the employment situation. This power is exacerbated by the overall lack of control temporary workers have to effect changes in their employment situation due to both their reliance on agencies for future jobs and their desire to “make a good impression” so as to increase the chances of being taken on permanently. (Hardy D. & Walker R., 2003; Dickson K. & Lorenz A., 2009).

*H1a: There is no significant effect of job security on job satisfaction of the contingent employees.*

**Job justice**, its effect on job satisfaction of contingent employees. Job justice consist of two parts, **first** is procedural justice and it means how fair or unfair are the procedures used to determine salary increases measured how respondents evaluated the fairness of rewards in relation to six work-related factors: “considering my responsibilities”; “in view of the amount of experience I have”; “in view of my educational level”; “for the amount of effort I put forth”; “for the work I have done well”; and “for the stresses and strains of my job”., evaluate performance, provide feedback about performance, and determine who gets promoted, **second** is Distributive justice and it means measured how respondents evaluated the fairness of rewards in relation to six work-related factors: “considering my responsibilities”; “in view of the amount of experience I have”; “in view of my educational level”; “for the amount of effort I put forth”; “for the work I have done well”; and “for the stresses and strains of my job”. And in our study we will measure job justice from the first part procedural justice which it is more suitable for contingent employees (Eberlin R. & Tatum B., 2008; Fatt C. et.al., 2010).

*H2a: There is no significant effect of job justice on job satisfaction of the contingent employees*

**Job satisfaction**, contingent employees feel of job satisfaction when they have job security and job justice. job satisfaction is regarded as one of the most representative dimensions of organizational behavior. It is defined as positive feelings about one’s job based on one’s evaluation of the characteristics of the job (Gomes D., 2009; Upadhyay Y. et al., 2010). It can be also be defined as a positive emotional state that results from the evaluation of the experiences given by the job or as a set of feelings and beliefs that a person has about his job (Fatt C. et. al., 2010). The main general factors that may lead to job satisfaction: the worker’s personality; the worker’s values; the social influence; the work situation itself (Gomes D., 2009; Dickson K. & Lorenz A., 2009). we measure job satisfaction of contingent employees through their feeling of job security and job justice.

*H3a: there are no significance differences between job security and job justice in the level of effect on the job satisfaction of contingent employment.*

## Model II :

**Validity of contingent Employees for all jobs**, we mean to what extent the contingent employees can work all jobs, in other words can contingent employees work all jobs. the researchers put this variable to try to know why in Egypt there is no care of contingent employment ,did this ignorance come from they don't have the validity to work in all jobs.

*H1b: there is no significant agree between managers about:*

- *Contingent employees are valid for all jobs.*
- *Contingent employees are valid for all jobs.*

**Performance Of contingent employee**, the performance levels of contingent employee were measured in the direction which would support the success of the organization. Thus it measured from firstly, work quantity (achievement compared with the planned schedule), and secondly, work quality (fit with the desire level of project owner or technical requirement)(Limsila K. & Ogunlana S.,2008).we measure the performance levels by the same way.

*H2b:there is no significant agree between managers about the role of contingent employees in supporting performance in the organization.*

**Behavior of contingent employees**, there has been relatively little work done on the quantity or amount of work performed by contingent workers, either contrasting differences between full-time employees and contingent workers or among groups of contingent workers. In part, this is because contingent workers who are poor performers are easily terminated and therefore there are "restriction of range" problems. In addition, it is difficult to compare the productivity of contingent workers to that of full-timers because of differences in the amount of training and orientation they receive. Nonetheless, there are other behaviors that are relevant to understanding the contributions (and drawbacks) of contingent employees in the workforce. Two outcomes, **first, organizational citizenship behaviors** defined as behavior that is constructive, but that is not part of the formal job description of the employee. For instance, helping a colleague, volunteering to do extra chores or showing enthusiasm. (Gilder D., 2003; Srivastava A., 2008) and **Second, quality of work** (David J., 2010; Feldman D., 2006). Even though contingent employees do have some sort of defined scope to their job assignments, they still have discretion as to how far they will go above and beyond the call of duty to help out others, to promote the organization to outsiders, and even to work "off the clock" to complete assignments on time. In the contingent labor literature, three primary concerns have been prominently raised about the use of such workers:

- 1) They may be less reliable than core employees in terms of attendance and Completion of work assignments.
- 2) They may be less responsive in terms of replying to communications and less easy to reach.
- 3) The integration costs of dealing with contingent employees (time spent trying to coordinate work among contingent employees and full-timers) can be high.

Thus, here we also include employee reliability (attendance and punctuality), employee responsiveness, and integration costs as important criterion of behavior of contingent employee associated with contingent worker performance. contingent workers who receive the least pay/benefits and who work on the least motivating jobs are much less likely to have positive job behavior (Feldman D.,2006).we measure the effect of validity of contingent employees to work all jobs on the behavior of contingent employees in the organization

*H3b: there is no significant effect of validity of contingent employees to work all jobs on their behavior in the organization.*

**Materials and Method:**

In our research there is two samples taking from two populations the first population is the contingent employees in the 7 hospitals of Mansoura University and they are 3275 contingent employees, the second population is the managers of contingent employees in the 7 hospitals of Mansoura University and they are 126 managers.

**First sample:**

The sample of contingent employees in the 7 hospitals of Mansoura University. This sample size calculating by using this formula (Manns, 1995):

$$N = \frac{Z^2 p q}{E^2}$$

**Where:**

N: sample size

Z<sup>2</sup>: standard degree for confidence level 95%

P : the level of availability of property in our population and because it is difficult to calculate we assume that p=.5 which it gives us large number for our sample.

q :the complementary percentage and equal (1-p)

E<sup>2</sup> : the allowed level of error accepted in our results (.5)

$$\text{Sample size} = (1.96)^2 * .5 * .5 / (.5)^2 = 384$$

And the distribution was illustrated in table (1) as follows:

**Table (1): The distribution of the sample of contingent employees from the 7 hospitals of Mansoura University.**

Mansoura university Hospitals	Population of contingent employees	percentage	sample of contingent employees
Ophthalmology center	220	6.7%	26
Specialized medicine hospital	240	7.4%	28
Emergency hospital	185	5.6%	22
Urology & nephology center	480	14.7%	56
Mansoura university hospital	1400	42.7%	164
Mansoura university children hospital	655	20%	77
Mansoura university students hospital	95	2.9%	11
total	3275	100%	384

A distribution of 384 self-administered questionnaires and the respondent was 218 contingent employees who are working in the 7 hospitals of Mansoura University. The questionnaire was designed to test 3 hypothesis was separated in 2 section. The questionnaire consisted of 28 questions, where by the first section is to test the hypothesis and the second section obtained the demographic variables of the respondents such as qualification and experience

In the first section, the questions consisted of 3 parts, namely job security, job justice, job satisfaction. Respondents were required to rate their importance towards each factor based on Likert five-point scale ranging from "1-Strongly Disagree, 2- Disagree, 3-Neutral, 4-agree, 5-Strongly Agree". This self-administered questionnaire was to allow the researchers to collect relevant information to test the effect of job security on job satisfaction of contingent employees. The measures of the dependent variable, namely job satisfaction and independent variables, namely job security and job justice, the scale of each variable was as follow:

Job security was the mean of a 6-item scale (q1, q2, q3, q4, q5, q6) that addressed the extent to which the respondent feel of job security with their overall job.

Job justice was the mean of a 12-item scale (q7, q8, q9, q10, q11, q12, q13, q14, q15, q16, q17, q18) that addressed the extent to which the respondent feel of job justice with their overall job.

Job satisfaction was the mean of a 8-item scale (q19, q20, q21, q22, q23, q24, q25, q26) that addressed the extent to which the respondent was satisfied with their overall job.

#### **Second sample:**

The managers of contingent employees in each hospital approximately 18 managers, to take random sample from each hospital we wrote the name of each manger in a piece of paper and choose random 9 of them so our sample is 63 managers from all hospitals.

A distribution of 63 self-administered questionnaires and the respondent was 55 managers of contingent employees from the 7 hospitals of Mansoura University. The questionnaire was designed to test 4 hypothesis was separated in 2 section. The questionnaire consisted of 18 questions, where by the first section is to test the hypothesis and the second section obtained the demographic variables of the respondents such as qualification, experience, job position.

In the first section, the questions consisted of 3 parts, namely validity of contingent employees for all jobs, performance (quantity & quality) of contingent employees, behavior of contingent employees. Respondents were required to rate their importance towards each factor based on "yes", "no". This self-administered questionnaire was to allow the researchers to collect relevant information to test the agreement between managers about the validity of contingent employees to work all jobs, and the role of contingent employees which support behavior and performance in the organization, also the effect of behavior's contingent employees on their performance. The measures of the dependent variable, namely performance (quantity & quality) of contingent employees and independent variables, namely behavior of contingent employee, the scale of each variable was as follow:



- Validity of contingent employees to work in all jobs was the mean of a 4-item scale (q7, q8, q9, q10) that addressed the extent to which the respondent agree about the validity of contingent employees for all jobs.
- Performance (quantity & quality) of contingent employees was the mean of a 6-item scale (q1, q2, q3, q4, q5, q6) that addressed the extent to which the respondent agree about the role of contingent employees which support performance in the organization.
- Behavior of contingent employees was the mean of a 6-item scale (q11, q12, q13, q14, q15, q16) that addressed the extent to which the respondent agree about the role of contingent employees which support behavior in the organization.

## RESULTS:

Results consisted of two sections to test model 1 and model 2:

### Model I:

It consists of 3 hypotheses as follow:

**Result of hypothesis H1a:** table 2 show the person correlation between job security and job satisfaction .the value of person correlation equaled .170 which indicated a weak correlation between job security and job satisfaction (Fatt C., Sek Khin E., & HengT.,2010).Result also indicated a positive relationship between job security and job satisfaction. Since the p-value was less than 0.05, hence there was significant relationship between job security and job satisfaction with 95% confidence level.

From the results obtained in regression analysis as shown in Table 3, the value of R was .170, value of  $R^2$  equals 0.029, which mean 2.9% of variation in job security was due to variation in job satisfaction. The p-value is very low (less than 5% significance level), therefore rejected hypothesis H1a, whereby the independent variable (job security) did significantly explained the variance in job satisfaction.

**Table 2:Correlations results for hypothesis H1a**

	job security	job satisfaction
job security Pearson Correlation	1	.170*
job satisfaction Pearson Correlation	.170*	1

\*. Correlation is significant at the 0.05 level (2-tailed).

**Table 3: linear regression results for hypothesis H1a<sup>a</sup>**

Model		B	t	Sig.	R	R <sup>2</sup>
1	(Constant)	1.567	13.444	.000	.170	.029
	job security	.141	2.499	.013		

a. Dependent Variable: job satisfaction

**Result of hypothesis H2a:** Table 4 show the person correlation between job justice and job satisfaction .the value of person correlation equaled .307 which indicated a weak correlation between job justice and job satisfaction (Fatt C., Sek Khin E., & HengT., 2010).Result also indicated a positive relationship between job justice and job satisfaction. Since the p-value was less than 0.05, hence there was significant relationship between job justice and job satisfaction with 95% confidence level.

From the results obtained in regression analysis as shown in Table 5, the value of R was .307, value of R<sup>2</sup> equals 0.094, which mean 9.4% of variation in job justice was due to variation in job satisfaction. The p-value is very low (less than 5% significance level), therefore rejected hypothesis H2a, whereby the independent variable (job justice) did significantly explained the variance in job satisfaction.

**Table 4:Correlations results for hypothesis H2a**

		job security	job satisfaction
job justice	Pearson Correlation	1	.307
job satisfaction	Pearson Correlation	.307	1

\*. Correlation is significant at the 0.05 level (2-tailed).

**Table 5: linear regression results for hypothesis H2a**

Model		B	t	Sig.	R	R <sup>2</sup>
	job justice	.205	4.635	.000		

a. Dependent Variable: job satisfaction

**Result of hypothesis H3a:** From the results obtained in multiple regression analysis as shown in Table 7, the value of R was .346, value of R<sup>2</sup> equals 0.119, which mean 11.9% of variation in job justice and job security was due to variation in job satisfaction. The p-value is very low (less than 5% significance level), therefore rejected hypothesis H3a, whereby the independent variable (job justice and job security )did significantly explained the variance in job satisfaction.

**Table 7: linear regression results for hypothesis H3a**

Model		B	t	p	R	R <sup>2</sup>
1	(Constant)	1.199	8.612	.000	.346	.119
	job justice	.203	4.629	.000		
	job security	.131	2.414	.017		

The explanation of the independent variables (job security & job justice) is by using the multiple regression equation:

$$Y = a + B_1 X_1 + B_2 X_2$$

Based on the beta coefficient from the Table 7, the regression weight for 'job security' was 0.131 and for "job justice" was 0.203. Hence, the multiple regression equation (fitted model) was as follows:

$$\text{Job Satisfaction} = 1.567 + 0.131 (\text{job security}) + 0.203 (\text{job justice})$$

Based on the equation above, the relative predictive importance of the independent variables was established by comparing these beta weights, hence it could be concluded that among the two independent variables, job justice was more influential than Job security in predicting employee's job satisfaction. Note that job security & job justice was a significant predictors; therefore, there is strong supportive data for Hypothesis H3a.

**Model 2:**

**Result of hypothesis H1b:** table 8 show the person correlation between validity of contingent employees to work all jobs and performance quality & quantity of contingent employee .the value of person correlation equaled .340 which indicated a weak correlation between validity of contingent employees to work all jobs and performance quality & quantity of contingent employee .Result also indicated a positive relationship between validity of contingent employees to work all jobs and performance quality & quantity of contingent employee. Since the p-value was less than 0.05, hence there was significant relationship between validity of contingent employees to work all jobs and performance quality & quantity of contingent employee with 95% confidence level.

From the results obtained in regression analysis as shown in Table 9, the value of R was .340, value of R<sup>2</sup> equals 0.116, which mean 11.6% of variation in validity of contingent employees to work all jobs was due to variation in performance quality & quantity of contingent employees. The p-value is very low (less than 5% significance level), therefore rejected hypothesis H1b, whereby the independent variable (validity of contingent employees to work in all jobs) did significantly explained the variance in performance quality & quantity of contingent employees.

**Table 8: Correlations results for hypothesis H1b**

		Validity cont. emp	performance
Validity cont. empl.	Pearson Correlation	1	.340
performance	Pearson Correlation	.340	1

\*. Correlation is significant at the 0.05 level (2-tailed).

**Table 9: linear regression results for hypothesis H1b**

Model			Sig.	R	R <sup>2</sup>
	B	t			
1 (Constant)	1.125	7.510	.000	.340	.116
Validity cont. empl.	.265	2.632	.011		

Dependent variable: performance(quantity & quality) of contingent employee

**Result of hypothesis H2b:** table 10 show the person correlation between validity of contingent employees to work all jobs and behavior of contingent employee .the value of person correlation equaled .110 which indicated a weak correlation between validity of contingent employees to work all jobs and behavior of contingent employee .Result also indicated a negative relationship between validity of contingent employees to work all jobs and behavior of contingent employee. Since the p-value was higher than 0.05, hence there was no significant relationship between validity of contingent employees to work all jobs and behavior of contingent employee with 95% confidence level.

From the results obtained in regression analysis as shown in Table 11, the value of R was .110, value of  $R^2$  equals 0.012, which mean 1.2% of variation in validity of contingent employees to work all jobs was due to variation in behavior of contingent employees. The p-value is very high (more than 5% significance level), therefore accept hypothesis H2b, whereby the independent variable (validity of contingent employees to work in all jobs) did not significantly explained the variance in behavior contingent employees.

Table 10: Correlations results for hypothesis H2b

		Validity cont.emp.	behavior
Validity cont. empl.	Pearson Correlation	1	.110
behavior	Pearson Correlation	.110	1

\*. Correlation is significant at the 0.05 level (2-tailed).

Table 11: linear regression results for hypothesis H2b

Model		B	t	Sig.	R	$R^2$
	job justice	.071	.806	.424		

Dependent variable: behavior of contingent employee

## Discussion:

This study provided some guidelines to assist managers to understand how to increase job satisfaction, performance and positive behavior of contingent employees by making better decisions about the job security and job satisfaction and validity of contingent employees to work all jobs. Research findings indicated the importance to include the management of both fair job security and fair job justice also making contingent employees valid for all jobs to work. These findings helped the managers to understand how fair judgments could contribute towards the effective management of contingent workforce through implementation of organizational policies such as reward and performance evaluation policies. The results have several valuable practical implications for the managers. Managers need to apply rules fairly and consistently to all contingent employees and permanent employees, and rewarding them based on performance and merit without bias to their type of contracts in order to create a positive perception of job justice (Gomes D, 2009). The perceptions of unfairness can result in negative reactions to the organization, due to poor job satisfaction.

This research study also has several implications for managers concerned with job satisfaction and the validity of contingent employees to work all jobs in the organization. The present findings suggest that job justice has more effect on their job satisfaction, than job security. Hence, managers should be paying more attention to the means or the process of decision making for job security as it will leads to substantial pay-offs in individual job satisfaction, also validity of contingent employees to work all jobs leads to substantial increase in performance but don't affect the behavior to be positive in the organization. Generally, the Economic costs of acting in a fair manner such as treating with respect and justification for actions are minimal. Therefore, managers can influence important work attitudes through creation and maintenance of a procedurally fair climate. As such, managers

needed to nourish a Procedurally fair climate environment in the organization by establishing two-way communication to allow their contingent employees the opportunity to participate and voice their preferences and opinions during the decision making process (Aubertine C. (c), 2009). While management usually retained the prerogative to alter the policies and procedures, however, by informing the contingent employees about possible changes and seeking their opinions of those changes might avoid deteriorating of their work behavior. Therefore, the human resource played an important role in devising policies and procedures that are visible in demonstrating their commitment to open communication, empowerment and a just environment.

### **Suggestions for future research:**

The present study also dealt with contingent employees working for governmental hospitals, in which management practices are not highly focused on visible performance of individual employees. Government-related or other public organizations may view HR management systems differently from those in the private sector; hence, emphasis on individual performance may possess a lesser value. As such, further research is needed to examine the generalization of these findings to profit and/or non-government organizations. Therefore, a recommendation is that further research applies to other regions and environments: In other private sector organizations in other governorates in Egypt, so that the findings can be generalized across the whole population of Egypt. In other profit and non-government organizations in Egypt Future research should also attempt to achieve a larger random sample to determine whether general results apply to a larger population sample size. Future researchers can improve the general application of the present study by replicating these results using other samples and other methods. Future research should also examine the effects of interpersonal and informational justice and security climates towards organizational outcomes such as job satisfaction, organizational performance and positive behavior. Therefore, suggested suggestion is made that future research should consider experimental or longitudinal approach and other consideration in terms of subject and setting of the study to generalize the results that allow for reaching conclusions that are more concrete.

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