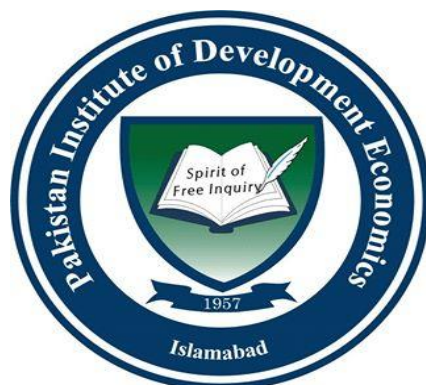


**THE EFFECT OF SHORT-TERM EMPLOYMENT
CONTRACT ON ORGANIZATION. A CASE STUDY OF SUI
NORTHERN GAS PIPELINES LIMITED**



A dissertation submitted to the Pakistan Institute of Development Economics
Islamabad, Pakistan in partial fulfilment of the requirement for the degree of
Master of Science in Management Sciences

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CERTIFICATE

This is to certify that this thesis entitled: "The effect of short term employment contract on an organization. A case study of Sui Northern Gas Pipeline Limited" submitted by Ms. Humaira Siddique is accepted in its present form by the Department of Business Studies, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree of **Master of Science in Management Sciences**.

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DEDICATION

This thesis is dedicated to my parents, my honorable teachers, my sisters and my brother who have always been a constant source of support and encouragement during the challenges of my life. This work is also dedicated to my friends who have always loved me unconditionally and whose good examples have taught me to work hard for the things that I aspire to achieve.

ABBREVIATIONS

JI	Job Insecurity
JS	Job Satisfaction
OC	Organizational Commitment
OID	Organizational Identity
POS	Perceived Organizational Support
SNGPL	Sui Northern Gas pipeline Limited
WS	Work Status

ACKNOWLEDGMENT

There is no God but Allah and Muhammad (peace be upon him) is his messenger. I am solely obliged to Allah almighty for his blessings, my efforts were nothing but his blessings enabled me to complete this project. I am so much thankful to my parents especially to my father for their prayers, love and motivational support throughout my life. My father Muhammad Siddique a man of knowledge and love, and by following his footsteps I became successful in every field of life. My mother Yasmin Bibi has played a leading role throughout my educational career. I have no words to describe the sacrifices of my parents regarding my education. These personalities are constant source of inspiration for me. Whatever I am today is only because of my parents. I am highly thankful to my siblings who have made my educational journey more alluring and victorious. Without support and encouragement of my family it would have been impossible for me to complete this work

I express my kind gratitude to my sweet elder brother Dr M. Shafique, sister Dr.Uzma and sister Fahmida for their continuous support and care. For sure, this project is nothing but an outcome of their sincere support & prayers. I also proudly express my feeling filled with love for my all-family members, who always dreamed superior position for me.

I am deeply thankful for the contributions of my proposed supervisor Prof.Dr Usman Mustafa in the field of research. His style of teaching and the way he takes the class has really helped me to define an ideal teacher.He is my role model in the field of HRM research, and I know they will always server as a source of inspiration for me and for many others.

Humaira Siddique

January , 2019

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ABSTRACT

The relationship between employee work status and perceived organizational support is investigated to forebear employee organizational identity, organizational commitment, job satisfaction and job insecurity. The purpose of this study is to examine the effects arising from use of short term contractual employees by organizations. The main objective of this is to determine the effects of hiring staff on short term employment to an organization. A sample of 149 employees of sui northern gas pipelines limited participated in this survey. Primary data is collected through questionnaire. The data is analysed through statistical package of social sciences. The data is presented in figures and tables. Short term employment affected productivity of staff in the organization and effort is used in training new employees as their turnover is high. To cope with the challenges of short term employment the organization gradually absorbing the contract employees to the permanent employees when vacancies are available, provided on job training to contract employees to equip them with skills so that they could be more productive. Employee satisfaction is positively related to the performance of employees and have a direct impact on the organization. Simple random sampling technique is used.

Key Words : short term employment, job satisfaction, job insecurity, organizational commitment, organizational identity, perceived organizational support.

CHAPTER I

Introduction

1.1 Background

In last few years the number of contract workforce has witnessed a massive increase globally. Buddelmeyer *et al.*, (2015) stated that contract employment has emerged as a major human resource weapon aimed towards the promotion of organisational flexibility. In a study conducted (Scheuer, 2015) it was determined that more than 40% of the workforce in Germany comprises of contract workers, a major factor which contributed towards this increasing number of contract workforce globally is the high rate of unemployment which has been termed as the major factor contributing towards this rapid increase in the percentage of contract employees globally.

Contract employment like (Bourne, 2006) state that shortage of knowledgeable and skilled workforce and low rate of unemployment were among some of the major factors which contributed towards increase in the number of employees engaged in the contract employment. Stirpe *et al.*, (2014) stated that contract employment has been utilised by firms as a strategy to reduce their overall cost of employment, since firms does not have any obligation to offer increments, bonuses, or medical benefits which adds to the overall operational costs of the firm. Moreover, this has also emerged as a more preferred form of employment by individuals since it allows them with a high level of flexibility with respect to workspace and hours of work. Thus, this has turned out to be a win-win situation for both the firms as well as the employees, which is the reason why this trend is still witnessing a growing trend globally.

The relationship in an organization is triangular between employee and the organization. There is an employer/ employee relationship, there is labour management relationship between the

client and the organization and there is business relationship. Organizations have different relationships with various organizations and the work environment relationship is shared by the employer and the organizations. There is long term work environment effects on contract workers. Poor attitudes, well being and less productive behaviour are compared between contract workers and permanent workers. Contract employment is defined as dependent employment of limited duration. Contract workers are employed on fixed term contracts and to a lesser extend. Fixed term contract includes ending date that is set in advance. The contract employees are hired by the direct employer. Employees are asset of an organization and organization achieve their objectives with the help of employees. There is a strong bonding between the employees job security and incentives. Employees performance makes the organization leading in the market. Organizations provide job security to their employees and appreciate their work. Organizations achieve their objectives and targets on the behalf of their employees and achieve its goals. Employees are the back bone of any organization and selection criteria of employees are important. If the employees are not eligible then any wrong selection leads to the organization in the wrong direction. If employees are selected through proper channel then employees provide their services for the betterment of the organization. It is the responsibility of the organization to motivate their employees and reward in shape of over time, appreciate their work, these incentives enhance the working capacity of the employees. Employment on contract basis is an example of this cost reduction even though the manager can use contract work force approach in order to decrease costs and increase flexibility (Rogers, 1995). In organizations those employees who are permanent rewarded huge benefits during their employment services. But contract employees can not avail such benefits during their employment.

Employees wish that organizations introduce fair perk systems and equal with their skills and expectations. Perks include all the rewards for the employees on the basis of their

performance which they are getting during their services. All perks and incentives are given to permanent employees in the organization but contract employees can not facilitate these benefits and their job performance effects. Loyalty to organization has been derived which is based on three concepts accept the organization goals extra struggle for the organization and desire to remain with the organization (Gallagher & McLean Parks; McClurg, 1999). In organizations employees are not secure for permanent positions and its effects on employees loyalty. Employees are now searching for a high job pay and its ratio increases in contract employees as compared to permanent employees. Loyalty among employees decreases due to this reason.

Employees play a vital for the progress of any organization. To achieve organizations target, employees performance is a major source. Organizations wants that their employees are more productive, valuable and tough competition occurs among the organizations. If employees are motivated then it lead to be more productive and creative, the success and effectiveness leads to a large extend.

1.2 Problem Statement

This study has to find whether the contract employees or the permanent employees have the same performance or not. Dačiulytė & Aranauskaitė (2012) stated that contract employment has become one of the most common and non-traditional forms of employment globally. Borgogni *et al* ., (2016) termed it as a three way relationship existing between the employee, the contract employee and the permanent employment . Contract employment possess the potential of filtering and finding a skilled and knowledgeable worker that fits the overall job description for a certain period of time. However, one essential aspect to keep under consideration with respect to these organizations is that they does not supply these contract employees which are essential for work such as adequate training and development along with that they do not set or determine their objectives and key performance indicators.

However, the concept of contract employment has emerged it has resulted in provoking debates concerning the benefits and limitations of the strategy along with that the impact that it has over the psychological state of the contract employees and their level of commitment towards the organisation. The supporters of contract employment Piotrowski *et al.*, (2015) argue that it is an effective strategy with respect to the fact that it foster flexible employee integration within the labour market decreasing the overall rate of unemployment while at the same time it also favours the firm since it results in decreasing the overall cost of recruiting, training and development. However, on the other hand the opponents of contract employment Benach *et al.*, (2014) argue that contract employees are mostly provided with poor working condition as compared to permanent worker. Moreover their loyalty and commitment towards the organisation is quite weak as compared to the permanent workers.

More importantly it has led towards decrease in the level of motivation of the permanent employees and opportunity of working from home like contract workers. Therefore, through this study the researcher aims to evaluate the point of view related to job and behaviours within the organization with specific over enduring as well as the contract employees. Thus, the researcher intends to assess the relationship existing between contract employee which in turn will allow the researcher to determine whether work status of both the permanent employee and the contract employee influences their perceived organizational support, which is directly linked with the level of job satisfaction, the commitment or loyalty towards the organisation and job insecurity..In organizations contract employees have short term relationship among the employers and the organizations while permanent employees have a long term relationship with the organization which increases performance level of the employees.

1.3 Aims of the Study

Through this study the researcher intends to conduct an examination of the employment relationship from the perspective of both permanent as well as the contract employee. More

importantly through this study the researcher will focus over the relationship existing between the permanent employees and contract employees in an organization. Furthermore, the major aim of the study is to evaluate the role which is being played by the organisational identity with respect to permanent and the contract employees. Therefore, keeping this aim under consideration, the study intends to assess whether the work status of a contract or a permanent employee affects Perceived Organizational Support which has a direct impact over the level of job satisfaction, the commitment or loyalty towards the organisation and job insecurity.

In 1980 many business have influence their core business practices .It is necessary that businesses should develop the ability to be flexible to change environment. Contract employees were hired that no longer contract exists and job security may last as long as the next businesses downturn. For the success of any business to change rapidly its mix of employee skills promptly increase or decrease its number of employees. Organizations are searching for contract employees who provide advantage because they are closely related to the organization. Contract employees develop high commitment and high performer which is the study of organizational citizen ship behaviour. OCB performance is originate from social exchange relationship between the employee and the organization.

Contract employees may provide the benefit of flexibility but the cost of lower OCB performance. It is concluded that contract employees define their relationship with the organization as economic exchange. No benefits should be given to the contract employees such as minimum wage, paid leaves, sick leave or holidays. There will be no effect of OCB on employee's monetary payoffs or living conditions. High levels of OCB may be a result of job satisfaction, organizational commitment or both because performance of the employees may influence overall performance performance evaluations. In organizations employers hire contract workers in order to avoid giving fringes and benefits. This issue raises that

organizations in which health insurance and pensions are acquired primarily as fringe benefits of full time permanent employees.

1.4 Objectives of the Study

The general objective of the study was to examine the effects of short term employment contract on an organization. Keeping the aims of the study under consideration, the objectives of an organization are as following.

- To determine the performance effect of short term employment.
- To compare the job insecurity between permanent and contractual employees.
- To estimate the job satisfaction of permanent and contract employees in an organization.
- To govern how short term employment affect productivity of staff and the organization.

CHAPTER II

Literature Review

This section covers the domains of the effects of short term employment contract on an organization .

2.1 Introduction

Uncertainty about job is harmful discernment penalty employee performance (Ashford, Lee,& Bobko, 1989; Davy, Kinicki, & Scheck, 1997) though as job anxiety has a partial attention from scholars (Hartley *et al*, 1991). Employees may find hurdles to get a new job because employees expectations may alter the nature of work optimistically. Experienced employees may secure and long term employment may have nervous conditions (Roskies & Louis-Guerin, 1990). When employees are not satisfied from their jobs, job insecurity has been reduced. Employees may dissatisfy from their current jobs as compared to persons who are more secure about their future jobs.

There is direct relation of job insecurity which affects the work performance of employees. Those employees who are working for a long time in an organization shows that employee is loyal with the organization. This research is associated with the perks and the contract employees because contract employees can not avail such benefits so that's why they can not perform their level best. Those employees who are loyal with their work, they focus on customer demand and fullfill their demands by performing well in the organization. The employee loyalty depends on the condition how much time he or she served in the organization. When employees are hired on contract basis their job duration does not defined as like the permanent employees. Due to uncertain situation they can not perform their level best.

In the literature review the growth of the contract human resources presents many challenges and may involve uncertainty about the length of environment, control over the labor process, degree of regulatory and access to benefits under workers compensation. There is the association among contract category, job insecurity and consequences has been instantly growing. The job insecurity outcomes were more gloomy for permanent workers which inherent fulfillment of job and negative for contract employees concerning outward pleasure for employees. According to social exchange theory, we recommend that perceived organizational support for employees is stronger. The investment of employee in an organization develops social exchange process that has positively influence on organizational identification. Perceived organizational support has a positive consequences on organizational identification when employee investment is low. Exchange ideology is defined as the strength of an employees beliefs that work effort should depend on treatment by the organization. According to social exchange theory, the relationship of employees in an organization depend on persons exchange ideology. The definition of perceived organization support was defined by professor Eisenberger that employees believes that their organization value their contribution and cares about their well being and fullfill their socioeconomic needs.

According to the hierarchy of needs theory put forward by Masilou's, everybody wants to be take care of their employees. Emotional need is much mor important than the physical need of every person. For the development of any organization, organization identification is important. The organizations norms and values will be important for employees with high organizational identification. Ashforth and Mael believe that the employees work motivation and behaviour play a significant role for the progress of organization. Employees show a high level of commitment to the organization and their decision making is more compatible with the organization. In some cases social and personal functioning of employee will disturb when the organizational commitment in order to explore positive consequences for

employees or organizations. Contract employees work hard to pursue their position but their work is not accepted in the organization. There is the difference between permanent and contract employees behaviour and performance (Van Dyne & Ang, 1998; Broschak & Davis-Blake, 1999). Every employee is different from other employee and each employee has a unique capability and capacity which can not be measured with the other employee but the capability is depend on many other factors. Job security and employee performance is directly related to each other. Contract employees are not attracted towards their job as compared to permanent employees. Contract employees are not facilitated from many benefits as compared to permanent employees. Due to short term agreement about job contract employees are less loyal to the organization.

2.2 Contract Workers

Contract workers could simply be defined as independent workers or they could also be defined as non-permanent workers, these employees are usually hired for a temporary period of time (Foley *et al.*, 2014). Moreover, these workers have flexible working hours along with that they also have the ability of working from home. Contract workers are highly skilled individual. They possess the technical know-how and knowledge to perform their duties in a more effective manner within their respective fields. Cook *et al.*, (2015) stated that in most of the organisation contract workers are hired on project basis. These workers are usually hired under the statement of work provision, thus under this provision they work as employees of the organisation for a specific project and once the project is complete they leave the organisation.

2.3 Benefits of Contract Employees

Organisations are consistently looking towards maximising the overall level of efficiencies while reducing the overall operating costs with the aim of improving the profits. Listed below are some of the major benefits of having contract workers within the organisation.

With labour being one of the biggest expenses in business, it's only natural that companies would start looking for innovative ways to get work done more efficiently at lower costs which is how the contract workforce was born.

- It helps in improving the overall level of agility while at the same time it also enhances the overall ability of the organisation to respond rapidly evolving human resource demands, thus contract employees provides the organisation with a blanket or a facility of having a certain proportion of workforce which could be utilised in case of a an unplanned project has to be launched or a company is facing a certain short fall of human resource in a certain department (Hertel *et al.*, 2015).
- It decreased the time to productivity while hiring contract workers organisations usually opt for hiring a skilled professional or a master in his or her domain. Therefore he or she immediately starts working on the project without any delays which are usually causes when organisation hire permanent employees who have to go through a long orientation and training and development processes.
- Labour costs are reduced since contract employees are paid of contractual basis. Organisation does not have to offer them facilities such as health benefits or rewards, along with that employer also does not have to bare the distress of tax withholdings. There is low or no administration required for a contract employee by the employer (Chadwick & Flinchbaugh, 2016).

2.4 Risks of Hiring Contract Employees

However, despite of various benefits there are also some downsides of contract employees which include,

- Impact over the morale and job satisfaction of permanent employees. Hiring contract employees lead towards lack of morale in regular employees due to the fact that they

perceive strategy as a method of reducing the overall compensation and benefits for the employees working within the organisation (Mauno & Ruokolainen, 2017). Furthermore, this also leads towards lack of job satisfaction as employees perceive themselves as lacking the skills and abilities to perform their job since their organisation puts more trust over the knowledge and skills of contract workers for certain projects. This could hamper the level of motivation among employees which leads towards decreasing job satisfaction. Among employee they make decision to leave the organisation which will increase the overall employee turnover rate for the organisation which is quite costly.

- Employer have less control over contract workers, since these are basically freelancers employers cannot impose authority over them (Kalleberg *et al.*, 2015). Therefore, permanent employees has very less interaction with contract workers as they mostly prefer to work from their own base and even if they come to work at the employer's office they prefer to work in their specified hours. Thus, they do not abide by the working ethics and guidelines of the organisation which makes it hard for the employer to control and manage their actions.
- Workers compensation laws do not cover contract employees since they are independent workers.

2.5 Job Satisfaction

Job satisfaction could simply be defined as how contract employees are satisfied with their job whether they are happy with the nature of their work or the compensation which they are receiving from their organization.

There are a number of factors which influence job satisfaction among contract workers. Some factors include whether the contract employee is hired voluntarily or not. In a study conducted by Judge *et al.*, (2017) it was determined that contract workers are highly satisfied from their jobs. Due to the fact that they have flexible working hours and they have temporary work along with another major factors which leads towards higher level of job satisfaction. However, in case the contract employees are hired involuntarily then their level of job satisfaction might be low due to the lack of willingness to join the organisation in order to complete a certain project. According to a survey conducted by Busk *et a.*, (2017) in a software house the researcher found that the contract employees were provided with their desired schedule to receive higher level of job satisfaction. While on the other hand, the contract employees focus over the completion of the task. After the completion of their work they get benefits from the organization and they know about which time period is required to complete the task.

Various theories have been utilised to determine factors due to which contract employees might experience lower levels of job satisfaction. One of the most utilised theory with respect to job satisfaction is the Social Comparison Theory which explains why the contract workers might experience lower level of job satisfaction as compared to permanent workers (Hanus and Fox, 2015). According to the Social Comparison Theory the workers working within an organisation received their outcomes higher with those of the others. Other workers might have received higher outcomes for their human capital based over membership within the primary labour market (Crosby & Hamilton, 2017). This fact has been affirmed by the dual economic model which states that the workers within the primary labour markets are the one that receive much higher level of returns as compared to workers within the secondary capital market.

When the workers within the secondary labour market compare their outcomes with those of the primary labour market workers they feel a certain sense of deprivation as they fail to meet their desired outcomes (Gerber *et al.*, 2018). Therefore, the dual economy model theory could be applied to contract employees when they compare their outcomes with those of the permanent employees. They might experience a certain sense of deprivation as they receive lower outcomes in the form of no bonuses or medical benefits which in turn might lead towards decreasing their level of job satisfaction.

2.6 Organisational Commitment

Anitha J.& Begum, (2016) defined organisational commitment as a form of psychological state which binds the employees with the organisation. They stated that organisation commitment could be further distributed in to three components. First is the affective commitment which is associated with the emotional attachment of an individual with the organisation based over the fact that how their values match with organisational values as well as goals (Demirtas & Akdogan, 2015). This is one of them most desired form of commitment which employees usually seek. Thus, employees have higher level of affective commitment towards the organisation. Second is normative commitment which is basically the sense of responsibility or obligation which an individual possess to remain associated with the organisation. Therefore the employees that have a higher level of normative commitment continue to work with the same organisation because they consider it as their moral duty. Lastly continuance commitment is the form of attachment which an employee have with his or her organisation based over the notion of cost and benefit (Karim & Noor , 2017). Thus the form of commitment varies based over the performance of the organisation and an individual can either display aspect of the commitment. He or she can display aspects of the aforementioned form of commitment.

In a quantitative survey conducted by Chambel *et al.*, (2016) it was determined that permanent employees are more committed to organisation as compared to contract employees. In another study conducted by Slack *et al.*, (2015) it was determined that there existed significant amount of differences in the level of organisational commitment between the contract and permanent employees. Due to the fact that organisation offers better compensation for their efforts along with that they are also offered medical benefits and overtime etc. Whereas contract employees does not have such facilities which leads towards generation of unfavourable psychological outcomes among these employees due to which their level of commitment towards the organisation is quite low. This difference could simply be attributed using the Social Comparison Theory which states that the employees working within an organisation either a permanent or contract employees compared his or her received outcomes with those of others which in turn results in unfavourable psychological outcomes such as reduced commitment towards the organisations (Powdthavee, 2014).

Thus, when it comes to contract workers when they compare their outcomes with permanent workers determine that they are not rewarded for their efforts like permanent workers. Despite both of them doing the same quantity of work, therefore they found that exists an inequality in the level of compensation and benefits which are offered to permanent employees. This automatically leads towards lack of commitment to the organisation. In another study scholars like Ridge *et al.*, (2015) conducted a survey in FMCG firm in Netherland, they determined that the contract workers have low level of commitment towards their organisation due to lack of career growth opportunities within the organisation inappropriate communication or absence of feedback from management. More importantly that there is no job security for contract worker and they cannot avail medical facilities from the organization in which they are serving for a long time period. In another study conducted by Rigotti *et al.*, (2009) it was found that contract workers receive less compensation and

benefits as compared to their permanent employees along with that they participate in career development and training programs organised for the permanent employee. Lastly they are the most vulnerable group as they become the victim of unrealistic treatment by the management of the organisation. Therefore, less value which is given to the contract employees as compared to permanent employees leads towards lack of job satisfaction and a low level of commitment towards the organisation.

2.7 Job Insecurity

Gallie *et al.* (2017) explained job insecurity as a multidimensional construct due to the fact that consists of a combination of objective as well as subjective factors which have direct influence over the perception of the employee towards his or her job. However, in another study conducted by Wang *et al.* (2015) it was determined that job insecurity is slowly declining in large multinational organization due to some of the changes which has been witnessed by organisations. According to Shoss *et al.* (2018) there are various factors such as the changing dynamics of the labour market and need for reducing the overall cost of employment have given rise to concepts such as contractual workers which have served as a solution to the problems which are being faced by the organisation (Keim *et al.*, 2014). However, this in turn has raised some serious concerns for the organisation. Organisations are now opting more and more towards hiring more contract employees and less permanent employees due to which the existing permanent employees within the organisation are faced with a high level of job insecurity as they hold the perception that slowly and gradually organisations replace with more younger and enthusiastic contractual employees who agree to work over lower wages and leave the organisation once their job is done.

Whereas on the other hand contract employees does not suffer from job security due to the fact that they are mostly hired on project basis which means that they will serve company

for a limited period of time and will leave once the project is complete (Probst *et al.*, 2016). However, the company might call them again in case their expertise are needed but at no stage they enter a binding agreement with the firm defining them as the employee of the firm, they are referred to as consultants, or freelancers to be more precise instead of being referred to as the employees of the firm (Buddelmeyer *et al.*.,2015). When employees are demotivated in the organization and worker dissatisfaction then employees leave the organization without informing the authority.

Contract workers have low levels of psychosomatic disorders and role conflicts than the permanent employees. In organizations many benefits are related to salaries, career, training or opportunities provide to all the employees without discriminating between permanent and contract employees. Workers attitude towards an organization depend on the comparison between the benefits they get and the same benefits received the colleagues in the same conditions. When the permanent employees are treated in the same way as contract employees , their attitude towards the job and the organization will be positive.

The strongest predictors of Perceived Organizational Support were fairness, supervisor support and rewards. There is a direct relationship between P and affective commitment. The Social identity theory was presented by (Tajfel & Turner, 1986). Organizations supervised by management where organization develop rules and regulations and subordinates are directed to obey policies. Organizational problems are resolved and low status employees to discuss work related issues and empower to resolve these issues both superordinate and subgroup identities. Van Dyne & Ang, (1998) describe that contract workers have short level of organizational commitment than the permanent workers. Those employees have favourable relation with the organization were exhibit positively organizational commitment (McClurg, 1999).

Krausz *et al.*, (2000) explore how contract employees and the permanent employees effect job satisfaction, organizational commitment and to vacate job. There is difference between contract employees and the permanent employees attitude and behaviors. Feather & Rauter, (2004) suggested that the employees on contract basis occupied more Organizational Citizenship Behavior than the permanent employees. Contract workers were more engage in OCB when there is a relationship existed between the contract workers and the organization (Stamper & Van Dyne, 2003; Van Dyne & Ang, 1998). OCB including contract workers have poisitve attitude but have low level of commitment then the permanent employees. (Eisenberger *et al.*, 1986, Van Dyne & Ang 1998) suggested that unfavourable organization have negative commitment. Contract workers don't have much expectation from their organization.

Job satisfaction was related to organizational effectiveness at a macro level. There was a positive relationship between job satisfaction, low motivation and low productivity. Higher level of job satisfaction was related to fringe benefits and flexibility of time. There are a number of different factors which influence job satisfaction and depends on the condition whether employees want to work voluntarily or involuntarily (Ellingson, Gruys & Sackett, 1998). Those employees who work involuntarily are not satisfied from their jobs and they have low level of job satisfaction. Contract employees are more satisfied than their job but is not accurate for permanent workers (Lee & Johnson, 1991). Contract workers appreciate higher levels of job satisfaction then the employees who are hired newly (Wheeler & Buckley, 2001). New employees transform the organizational culture while contract workers focus on achieve the target.

Attitudes of employees determine role of contract workers (Marler *et al.*, 2002). Contract employees grab activities of organizations while job satisfaction of employees have negative impact on job security (Ashford *et al.*, 1989). Job humility forebear workers organizational

psychological contract (Ashford *et al.*). In large organizations the idea of job security of employees is diminishing. The deficiency of skilled workers (Kalleberg *et al.*, 2003) influence the hiring of permanent employees. Sverke *et al.* describe that there is no significant relationship between the job insecurity and the organizational commitment. Researchers use different item scales to erect job insecurity. There are strong findings between the employee attitude and the employee behaviour when multiple scale items are used. Job insecurity and employee attitude was related to future employment and behaviour of employees was not positively related to employees (Ashford *et al.*, 1989; Sverke, *et al.* 2003).

White collar employees have high level of job insecurity. Employee attitude and employee behaviour are affected by job insecurity and employees are not satisfied from their work performance. Organizational identity, Organizational commitment, Job satisfaction have excessive outcome on job insecurity.

2.8 Organizational identity

Organizational identity is defined as a set of set of statements that organizational members perceived to be central and enduring their organization (Albert & Whetten, 1985). The definition reveals three criteria : centrality, distinctiveness and durability. Organizational members are also affected by organizational identity . Like individual identity, the formation of organizational identity is a process of interorganizational comparisons (Albert, 1977). Albert propose that organizational culture may or may not be a part of organizational identity. There is a dynamic relationship between identity and culture (Ashforth & Mael, 1989; Gioia *et al.*, 2000; Hatch & Schultz, 2002). Organizational culture are critical determinants to the psychological process of identity formation.

Organizational identity gives direction to managers actions and decisions in relation planned change process. Organizational identity affects organization members which interpret

events occurring within the organization. So, organization members use cognitive schema to integrate new knowledge which focus on new information consistent with their existing schema (Fiske & Neuberg, 1990). Organizational identity not affects managerial action but also used as a reference point of comparison. Exposure is not only identity challenging faced by organizations. Corporate identity is different from organizational identity and its main focus is on the function of leadership and visual (Abratt, 1989; Balmer, 1995; Olins, 1989). Organizational identity occurs among the organizational members as well as the top management.

2.9 Perceived organizational support

According to organizational support theory, it has a positive impact including employees behaviour and attitude towards the organization because it repay the organization (Eisenberger *et al.*, 1986; Eisenberger, Fasolo, & Davis-LaMastro, 1990). POS examined the direct effect of POS on various outcomes which influence employee behaviour and attitudes. Employees response to care about the organizations welfare and increase positive work attitude and behaviors. Organizational commitment and turnover intention have been outcome variables that relate to POS. When organization give rewards to their employees, employees will care more about the organization and are more loyal with the organizational objectives. When organization give training to their employees, employees feel that organization is investing and they are important assets of the organization.

2.10 Research Model

The existence of the model help s in the logical structure of the research. Research problem determines the type of design used in research.

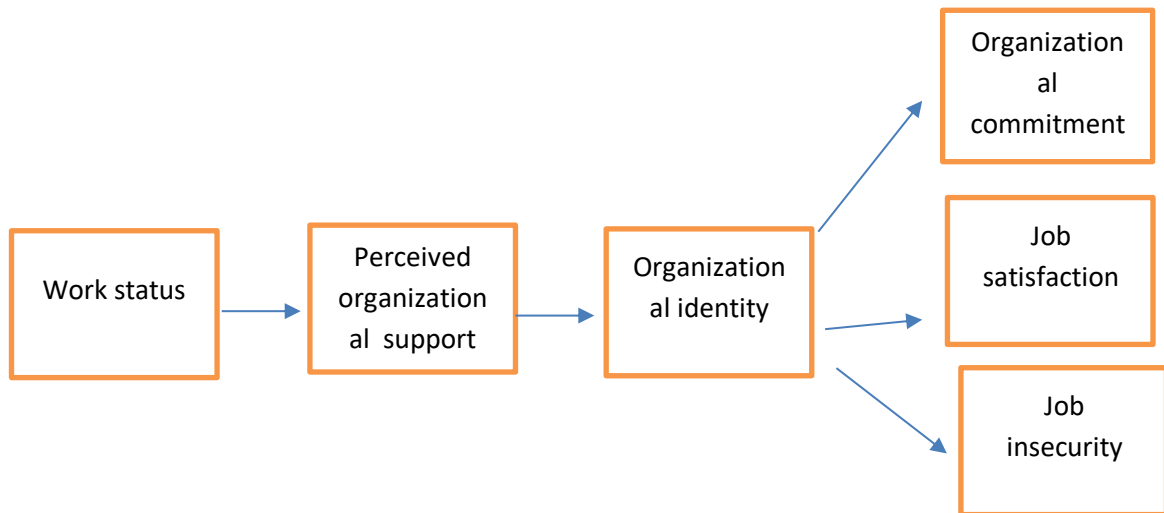


Figure 1 conceptual model of the relationship between the work status, Perceived Organizational Support, Organizational identity, Organizational Commitment, Job satisfaction and Job insecurity

Figure1 shows the conceptual model of the relationship between the work status, Perceived Organizational Support, Organizational identity, Organizational Commitment, job satisfaction and job insecurity. It provides a framework of employees to identify organizational goals as well as personal identity goals. To resolve organizational problems this model helps to deploy characteristics of employees.

2.11 Research Hypothesis

Hypothesis 1 (H1): There is a positive association between work status and organizational commitment but negative with job satisfaction and job insecurity

Hypothesis 2 (H2): Perceived organizational support mediates the relationship between organizational commitment, job satisfaction and job insecurity

Hypothesis 3 (H3): Organizational identity also mediates the association between work status and organizational commitment, job satisfaction and job insecurity

CHAPTER III

Research Methodology

This chapter defines the research methods used to conduct the study. This explains how the necessary data and information to address the research objectives and questions was collected, analysed and presented.

3.1 Research Design

This is a systematic and scientific way of gathering knowledge to get desired objectives on the study in a proper way and this section has divided into different more sections to describe related to describe related procedures adequately

3.1.1 Type of Study

This is a casual study where the effect of short term employment contract on an organizational citizenship behaviour, organizational commitment , job insecurity and job satisfaction with the mediating role of Perceived Organizational Support has been measured.

3.1.2 Study Setting

This is a field study because i.e employees were contacted on their job to to fill the questionnaires in their natural work environment.

3.1.3 Time Horizon

The participants consisted of employees which are on contract basis or on permanent basis in Sui Northern Gas Pipelines Limited. Data was collected from permanent and contract staff levels. They were considered as a major respondent in this research. I used primary data for

my research which is gathered directly from the respondent and for this study I used questionnaires . Secondary data involved the collection and information from other sources such as articles, google scholar, annual reports and published data. The questionnaire was divided in to various sections to cover the objectives of the study. For the data collection it almost takes about 2 to 3 months.

According to Bryman & Bell, (2003) a self administered questionnaire was the only way to elicit self report on people's opinion, attitudes, beliefs and values. In order to fully meet the objectives of the study, the primary data gathered was supplemented by secondary data from journals, Corporations' website and newspapers.

3.1.4 Research Interference

This research is based on field study. Hence reduce the bias from the respondent , the basic theory states that interference occurs when information is similar that someone is trying to recall so being cost effective it has advantage of less interference for researchers. This approach is beneficial for the respondent to respond the questionnaire easily and take time to respond well and justified also.

3.1.5 Unit of Analysis

The unit of analysis for this research thesis individual is employees of Sui Northern Gas Pipelines Limited.

3.2 Sample and Population

The discussion of sampling techniques and population are given below

3.2.1 Population

The research covers the contract workers with main focus on contract employees of SNGPL .

The inclusion criteria is the study population are the full time contract employees of Sui Northern Gas Pipelines Limited thus forming the population of this study.

3.2.2 Sampling Techniques

Due to time limitations the research is based on simple random sampling. Sampling list was provided by the SNGPL HR department. From the list using simple random sample 149 employees both contractual and regular were selected. Gender distribution of the sample was according to the population proportion. Same criteria was adopted for the selection of contractual and regular employees. The data was collected from the workers of Sui Northern Gas Pipelines Limited. Data collection from this method was very easy and convenient.

3.2.3 Sampling

Simple random sampling was adopted. Sampling list was provide by the SNGPL, HR department. From the list using simple random sample 149 employees both contractual and regular were selected for interview. Gender distribution of the sample was according to the population proportion. Same criteria was adopted for the selection of regular and contractual employees.

3.2.4 Demographic characteristics of sample

The following tables show the demographic characteristics of sample (149 employees of SNGPL) from which data was collected.

3.2.5 Gender

The sample consisted of 83.2 % of male and 16.8 % of females. Most of the respondents (83.2%) were males (Table 1)

Table 1 Gender composition of respondents

Gender	Frequency	Percent
Male	129	86
Female	20	13

It is quite clear that out of the total respondents, investigated for this study overwhelming majority (83.2 percent) of them were male whereas about 16.8 percent were found to be females (Table 1)

3.2.6 Age

Respondents within the age of ≤ 25 years old were represented by 8.1%. The age class 35-44 recorded 50.3% while respondents in the age classes of 45-55 and those respondents above 55 were recorded 34.2% and 7.4% respectively. This means that the larger proportion of respondents (50.3%) were still within the productive range of 35-44 years an age range that contribute meaningfully to the economy of the area. The details of the age of the respondent is presented in Table 2

Table 2 Age of respondents

Age	Frequency	Percent
25-34	12	8.1
35-44	75	50.3
45-55	51	34.2
Above 55	11	7.4

3.2.7 Departments

In Organizations there are different departments in which employees perform their duties.

Table 3 shows the department of the employees. There are 22.8 % of supervisor, 16.8 % of sub engineers and the maximum number of employees are technician which are 60.4 %. The details of the different departments of the respondents are presented in the

Table 3 Department of respondents

Department	Frequency	Percent
supervisor	34	22.8
Sub engineer	25	16.8
technician	90	60.4

It is evident from the Table 3 that near about half of the respondents 60.4 percent were technician whereas about 16.8 percent respondents were sub engineer while 22.8 respondents were supervisor in the organization.

3.2.8 Employment Status

The employment status of a person is reflected in his level of confidence and his ability to resolve all the problems and perceptions about a particular social phenomenon is influenced by his/ her employment status. Hence the variable nature of employment is investigated and the data is presented in Table 4.

Table 4 Employment Status of Respondents

status	Frequency	Percent
Contract employees	129	86.6
Permanent employees	20	13.4

The data above demonstrated that most of the respondents were employed on contract basis. Whereas 13.4 percent of the respondent were employed permanently. The contract employees always create uncertainties and the psychological tensions and the pressure which affect efficiency of any person. The majority of the respondents being unsecured indicate that we are living in the world which is much unsecured and uncertain.

3.2.9 Qualification of Employees

Education is one of the most important characteristics that affect person attitude. The response of an individual is determined by his / her educational status and to know about the educational educational background of the respondent. The data pertaining to education is presented in the given table.

Table 5 Qualification of Employees

Department	Frequency	Percent
Master	19	12.8
Bachelors	82	55.0
Highschool/diploma	48	32.2

Table 5 shows that 55 percent respondents educated upto bachelors and 13 percent respondents educated upto master level and only 32 percent of the employees are high school education. The number of respondents attaining higher education were very few.

It can be concluded from the above table that the respondents were far away from higher education which is so important today to create knowledge based society.

3.2.10 Job satisfaction

Any profession is not free of tension, stress and anxiety in todays competitive age. Job satisfaction of employees play a vital role and it affects on employees performance. If employees are satisfied from their jobs, the organization achieve its objectives and targets. The below table shows that how many employees are satisfied from thier jobs. In individuals attitudes, views and perceptions are affected by his/ her level of satisfaction and therefore thier responses of level of satisfaction were investigated and the same has been presented in Table 6.

Table 6 Job satisfaction of employees

Job Satisfaction	Frequency	Percent
Extremely Disagree	20	53.4
Disagree	06	4.0
Neutral	33	22.1
Agree	80	13.7
Extremely Agree	10	6.7

The above data presents clearly most of the respondents were not satisfied from their current job whereas less than one forth of the employees are agree from their current job. The low wages, hardships, without any incentives could be some of the factors which led to the dissatisfaction of the respondents about their current job.

3.2.11 Work appreciation

Work appreciation of employees are important and there is a clear link between employee appreciation and its impact on employee productivity. Rewards and recognitions at workplace act as morale , booster which increase their productivity. If employees are appreciated or give rewards to their employees, they perform well and thier productivity increases. Every employee has different needs of appreciation , if employees are appreciated it boost their productivity. The data of respondents are presented in the table 7.

Table 7 Work Appreciation of Respondents

Appreciation	Frequency	Percent
Not All	37	40.9
Usually Not	10	6.7
Neutral	17	11.4
Sometimes Yes	61	24.8
Always	24	16.1

It is quite obvious from the above Table that overwhelming majority of the respondents were said that they are not appreciated for their work. Whereas manority of the employees agree that they are little bit appreciated for their work. Work appreciation plays a vital role for the performance of the employees. If employees are appreciated for their work their productivity level of employees are increasing.

3.2.12 On Job Training

Employees learn in the enviornment where they need to practice the knowledge and skills obtained during the training. On job training is a form of training provided at the workplace. Employee training at the place while he or she is the actual job. Usually a professioner trainer servers as the course using hands on training supported by formal classroom training. The maximum number of employees are not satisfied for the on job training and extremely few people are satisfied for the on job training

3.2.13 Supervision of the Employees

Supervision is a workplace activity in which a manager control the activities and responsibilities of employees he / she manages. It is an important job function for the employers at all levels throughout the company. Coaching, training and employee development are among the common responsibilities assumed by supervisor. The data for this has been presented in the given Table 8.

Table 8 Supervision of Respondents

supervision	Frequency	Percent
yes	105	70.5
no	44	28.9

It is clear from the above table that majority of the respondents were supervisors in the organization. The above data shows that 70 percent of the employees are supervisor while 30 percent of the employees are not

3.3 Measures and Scales

All variables were measured on a 7 point Likert scale ranging from Strongly Disagree=1 to strongly agree=7.

3.3.1 Scale of Organizational identity

Mael and Tetricks, (1992) proposed six item scale of organizational identity which is measured an individual's perception of belonging to a group. The original questionnaire scale is a seven – point scale ranging from 1 (strongly disagree) to 7 (strongly agree).

3.3.2 Organizational Commitment Scale

Questionnaire of Organizational Commitment scale was developed by Mowday et al . which was used to measure OC using a seven – point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

3.3.3. Perceived Organizational Support Scale

Eisenberger *et al*, was used to measure eight item scale from the survey of Perceived Organizational Support. Likert Scale ranging from 1 (strongly disagree) to 7 (strongly agree).

3.3.4 Scale of Job Satisfaction

Scale of Job Satisfaction was measured using the six-item scale of the Job Diagnostic Survey (JDS) described in Fields (2002). Hackman & Oldham, (1975) measured a Likert Scale which is ranging from strongly disagree to strongly agree

3.3.5 Scale of Job Insecurity

Job Insecurity was examined using the three item scale by Feather & Rauter (2004). Feather and Rauter used a likert scale point ranging from 1 (strongly disagree) to 5 (strongly agree).

3.4 Realibility Analysis

Table 4 shows the Chronbach's Alpha values for each variable under study. A measure is said to have a high reliability if it produces similar results under consistent conditions. The researcher can use reliability analysis when two observations under study are equivalent and also provides information about the relationship between individual items in the scale. Cronbach alpha of OID, OC, POS, PCW, JI and JS are (0.70), (0.71), (0.92), (0.78), (0.72) and (0.69) respectively.

Table 9 Reliability Analysis

Variable	Items	Cronbach's alpha
OI	06	0.70
OC	08	0.71
POS	08	0.92
PCW	02	0.78
JI	03	0.72
JS	06	0.69

Reliability is the degree to which an assessment tool produces stable and consistent results. If the reliability lies between 0.8 and 0.7 it is acceptable reliability. Every variable has different item scales so their Cronbach alpha value varies. There are different items which are used in reliability analysis.

3.5 Data Collection

The data for this study was collected in 3 months. The data collection seems to be the lengthy procedure. Initially 250 questionnaires have been distributed among the respondents. Only 170 questionnaires were administered to the respondents. Some questionnaires were sent through e-mail but the response was not good. All the questionnaires were close ended questions. The questionnaires with same fictitious number have been matched and stapled. During data entry process, 21 were found unusable. Only 149 were considered usable for analysis purpose with an overall response rate of 78%. Thus, the data could be utilised for the quantification of the attitude, behaviours and opinions of individuals from a larger population. Thus, using quantitative research method through this study will intend to conduct an examination of the relationship existing between the permanent employees and the contract employees. Along with that through this study it will also conduct an evaluation of the role which is being played by the organisational identity with respect to the permanent employees and the contract employees. The majority of employees were in the range between 30 – 50 years. The response rate was significant to provide valid and reliable conclusions from the data collected towards satisfaction of the study objectives. The information was collected from the employees who are working in SNGPL.

3.6 Procedure of Data Analysis

Data was analyzed using SPSS 20.0 and following procedures/tests were carried out:

- Compute variables
- Frequency distribution
- Descriptive statistics
- Reliability analysis
- Correlation Analysis
- Regression Analysis

CHAPTER IV

Results And Discussion

The main focus of current study is to examine the impact of contract employees and permanent employees behaviour towards individuals and organization job satisfaction, organizational commitment and job insecurity in an organization of SNGPL. The following results will lead towards the stated objectives.

4.1 Descriptive and Correlational Analysis

Descriptive statistic and correlation among the study variables is presented at Table 5.. The correlations among all study variables are significant at $p < .001$ level. The mean values for OI, OC, POS,PCW,JI, JS and OCB were 4.01(S.D = .85), 3.61(S.D = .99), 3.51 (S.D = 1.14), 3.72(S.D = 0.66), 3.44 (S.D = 0.67), 4.40 (S.D = 0.54) , respectively (Table 5).

Table 10 Mean, Standard Deviation, Correlations and Reliabilities

Variables	Mean	S.D	1	2	3	4	5	6
1. OI	4.0	0.85	(.70)					
2. OC	3.61	0.99	.34**	(.71)				
3.POS	3.51	1.14	-.56*	.32**	(.92)			
4. PCW	3.72	0.66	-.14**	-.02*	.30**	(.78)		
5. JI	3.44	0.67	-.04**	.08*	.35**	.18*	(.72)	
6. JS	4.40	0.54	-.12**	.23**	.45**	.29**	.07*	(.69)

For ** . Correlation, $p < .05$, For * Correlation, $p < .0$

The data for this survey was collected using convenience sampling, which is a type of non-probability sampling. That is the reason of non-normality in data, which is confirmed through Kolmogorov-Smirnov test using SPSS. Pearson's Correlation Analysis is conducted to analyze the strength and direction of relation among variable shown in Table 5. As the result in table there is positive correlation between all variables and also OC is positive correlated with all variables, POS is negative correlated with OI (-.56**) and OC (-.02*) and remaining variables has positive correlated with POS. PCW negative correlated with OI (-.14**) and remaining variables are positive correlated. JI is negative correlated with OI (-.04) and remaining variables are positive correlated. JS is negative correlated with OI (-.12) and remaining variables has positive correlated with JI.

4.2 Regression Analysis

Regression Analysis is a quantitative research method which is used to understand among independent variables are related to the dependent variables. When perform Regression Analysis it need to isolate the role of each variable. We take a test that is regression analysis to check how much hypothesis are accepted or rejected by using SPSS tool

4.2.1 Impact of work status on organizational commitment

Simple linear regression analysis has been used for checking the impact of work status on organizational commitment. Results of this analysis is given below which shows that Beta value is negative (-.109) that work status has negative impact on OC and p(-.002) value is also negatively significantly. So this hypothesis is accepted because work status/ contract employees has negative impact on organizational commitment.

Table 11 Impact of work status on organizational commitment

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	4.832	1.169		4.134	.000
	OCMEAN	-.166	.137	-.109	-1.214	-.002

The results revealed that employees have greater degree of organizational commitment. In this analysis the Beta vale is -.109 and the significance level is -.002 which shows that work status has negative impact on organizational commitment. Employees are regarded as committed to the organization if they continue their association with the organization and devote effort to acheive organizational goals. High levels of organizational commitment lead to higher levels of performance and effectivness

4.2.2 Impact of work status on job insecurity

Simple linear regression anylslis has been used for checking the impact of work status on job insecurty. Results of this anylslis is given below which shows that Beta value is (.145) that work status has positive impact on JI and p(.000) value is also positively significantly. So this hypothesis is accepted because work status/ contract employees has positive impact on job insecurity.

Table 12 Impact of work status on job insecurity

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	3.441	1.040		3.310	.001
	JI MEAN	.214	.132	.145	1.614	.000

4.2.3 Impact of work status on job satisfaction

Simple linear regression analysis has been used for checking the impact of work status on job satisfaction of employees. Results of this analysis is given below which shows that Beta value is (.249) that work status has positive impact on job satisfaction and p value (.002) is also positively significantly. So this hypothesis is accepted because work status/ contract employees has positive impact on job satisfaction of employees.

Table 13 Impact of work status on job satisfaction

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	2.441	1.079		2.265	.001
	JS MEAN	.423	.136	.259	3.103	.002

4.3 Mediation of POS (work status and organizational commitment)

Proposed mediation of POS on the relationship between WS and OC is tested by following the rules of Preacher and Hayes (2014). By using mediation model 4 of Preacher and Hayes this Analysis is tested that whether the relation of these variables is being mediated by POS or not. The results of which are discussed below:

Table 14 Mediation of POS (Work Status And Organizational Commitment)

Model	coeff	se	t	p	LLCI	ULCI
constant	3.3139	.6666	4.9712	.0000	1.9964	4.6313
POSMEAN	.5474	.1292	4.2380	.0000	.2921	.8026
OCMEAN	-.2124	.1259	-1.6867	.0938	-.4612	.0365

R	R-Sq	F	df1	df2	p
.3319	.1101	9.0358	2.0000	146.0000	.0002

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
POSMEAN	.1728	.0577	.1769	.3104

The Mediation results showing that there is significant change in the value of R square showing that POS mediates the relationship between work status and organizational Commitment . In the indirect effect shows that POS mediate between PCW and OC.

4.4 Mediation of OI (Work Status And Organizational Commitment)

Proposed mediation of OI on the relationship between WS and OC is tested by following the rules of Preacher and Hayes (2014).By using mediation model 4 of Preacher and Hayes this

Analysis is tested that whether the relation of these variables is being mediated by OI or not. The results of which are discussed below.

Table 15 Mediation of OI (work status and organizational commitment)

Model	coeff	se	t	p	LLCI	ULCI
constant	5.5852	.6289	8.8810	.0000	4.3423	6.8281
OIMEAN	-.2194	.1237	-1.7728	.0783	-.4639	.0252
OCMEAN	.0415	.1330	.3121	.7554	-.2214	.3045
	R	R-Sq	F	df1	df2	p
	.1474	.0217	1.6218	2.0000	146.0000	.2011
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
OIMEAN	-.0812	.0458	.1895	.1152		

The Mediation results showing that there is significant change in the value of R square showing that OI mediates the relationship between work status and organizational Commitment . In the indirect effect shows that OI mediate between PCW and OC.

4.5 Mediation of POS (work status and job insecurity)

Proposed mediation of POS on the relationship between WS and JI is tested by following the rules of Preacher and Hayes (2014). By using mediation model 4 of Preacher and Hayes this Analysis is tested that whether the relation of these variables is being mediated by POS or not. The results of which are discussed below

Table 16 Mediation of POS (Work Status And JI)

Model	coeff	se	t	p	LLCI	ULCI
constant	2.3136	.6800	3.4023	.0009	.9697	3.6575
POSMEAN	.4264	.1312	3.2492	.0014	.1670	.6857
JIMEAN	.1354	.1234	1.0967	.2746	-.1086	.3793

R	R-Sq	F	df1	df2	p
.3166	.1002	8.1307	2.0000	146.0000	.0004

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
POSMEAN	.1407	.0630	.1446	.2950

The Mediation results showing that there is significant change in the value of R square showing that POS mediates the relationship between work status and JI. In the indirect effect shows that POS mediate between WS and JI.

4.6 Mediation of OI (work status and JI)

Proposed mediation of OI on the relationship between WS and JI is tested by following the rules of Preacher and Hayes (2014).By using mediation model 4 of Preacher and Hayes this Analysis is tested that whether the relation of these variables is being mediated by OI or not.

The results are discussed below

Table 17 Mediation of OI (Work Status and JI)

Model	coeff	se	t	p	LLCI	ULCI
constant	4.4096	.7478	5.8964	.0000	2.9316	5.8876
OIMEAN	-.1957	.1143	-1.7120	.0890	-.4217	.0302
JIMEAN	.2679	.1186	2.2591	.0254	.0335	.5023
	R	R-Sq	F	df1	df2	p
	.2327	.0541	4.1787	2.0000	146.0000	.0172
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
OIMEAN	.0081	.0181	.2179	.1590		

The Mediation results showing that there is significant change in the value of R square showing that OI mediates the relationship between work status and JI. In the indirect effect shows that OI mediate between WS and JI.

4.7 Mediation of POS (Work Status and JS)

Proposed mediation of POS on the relationship between WS and JS is tested by following the rules of Preacher and Hayes (2014).By using mediation model 4 of Preacher and Hayes this Analysis is tested that whether the relation of these variables is being mediated by POS or not. The results are discussed below

Table 18 Mediation of POS (Work Status And JS)

Model	coeff	se	t	p	LLCI	ULCI
constant	1.8358	.6869	2.6726	.0084	.4782	3.1934
POSMEAN	.3375	.1363	2.4762	.0144	.0681	.6069
JSMEAN	.3196	.1424	2.2434	.0264	.0380	.6011
	R	R-Sq	F	df1	df2	p
	.3508	.1230	10.2418	2.0000	146.0000	.0001

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
POSMEAN	.1608	.0720	.1360	.3274

The Mediation results showing that there is significant change in the value of R square showing that POS mediates the relationship between work status and JS. In the indirect effect shows that POS mediate between WS and JS.

4.8 Mediation of OI (Work Status And JS)

Proposed mediation of OI on the relationship between WS and JS is tested by following the rules of Preacher and Hayes (2014).By using mediation model 4 of Preacher and Hayes this Analysis is tested that whether the relation of these variables is being mediated by OI or not. The results are discussed below.

Table 19 Mediation of OI (Work Status And JS)

Model	coeff	se	t	p	LLCI	ULCI
constant	3.3382	.8174	4.0842	.0001	1.7229	4.9536
OIMEAN	-.1564	.1124	-1.3914	.1662	-.3786	.0658
JSMEAN	.4578	.1296	3.5326	.0006	.2017	.7139
	R	R-Sq	F	df1	df2	p
	.3133	.0982	7.9460	2.0000	146.0000	.0005
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
OIMEAN	.0225	.0239	.1253	.2996		

The Mediation results showing that there is significant change in the value of R square showing that OI mediates the relationship between work status and JS. In the indirect effect shows that OI mediate between WS and JS.

CHAPTER V

Conclusion And Recommendations

This chapter concludes the study with practical and theoretical implications and offers directions for future research based on limitations of this study.

5.1 Conclusion

There were a lot of pros and cons of contract workers which are utilizing the services of contract workers. The reaction of employees attitudes and behaviors of contract workers are reduced than the employees (Van Dyne & Ang, 1998; Stamper & Van Dyne, 2003). Contract workers have more job insecurity than the permanent employees. The work status of employees have emphatically effect on organizational outcome variables. Both permanent employees and contract employees have positively strong relationship with the organization.

Main purpose of the study is to focus the impact of work status on Organizational Commitment, Job Insecurity and job satisfaction of which are serving in your organization from so many years. There is a negative impact of work status on organizational commitment because beta and p values are negatively significant. When employees are not satisfied in their organization it effects on employees performance. There is a positive impact of work status when employees are satisfied from their organizations. If organizations provide incentives to their employees and appreciate their work it gives great courage to their employees. There are some outcomes such as motivation, job satisfaction and incentives which are associated with organizational identity.

Stamper and Van Dyne (2003) endorse that contract employees achieve admirably when there is a corresponding relationship existed. There is a positive organizational commitment when there is a good employee relationships. Permanent and contract employees have their views that organizations value their suggestions and opinions (Eisenberger et al., 1986). Organizational outcomes are associated with the organizational identity (Ellemers et al.; Huo et al., 2005; O'Brien et al.; Van Dick et al., 2004).

5.2 Theoretical Implications

A past studies show that there is a negative relationship existed between the Perceived Organizational Support and outcomes of all employees under study. This study supports findings and contributes existing knowledge in new context. Perceived Organizational Support and Organizational identity has been studied in relation with Organizational Commitment, Job Insecurity and Job Satisfaction of the employees which are working in SNGPL. There is some unpredicted findings in this study. POS and OID mediates the relationship between Work Status and OC which shows that first hypothesis is supported. If employees are satisfied in the organization, the objectives of the organization will be fulfilled. Again there is a positive relationship existed between the Work Status and the job insecurity because if employees are satisfied from their work place and benefits and incentives will be provided to their employees, then employees are performing well.

There is a significant contribution of the POS and OID in the job satisfaction of the employees. It is not possible for the managers to keep POS and OID in the dynamic context of the organization. The managers may conduct training programmes for their employees and training programmes should be specifically designed for the employees to achieve their targets.

5.3 Limitations of the Study

This study is limited to one company and the sample size is also limited to concern one area Islamabad that is why researcher is unable to generalize the findings but if next study is based on comparison between two different companies to know the effect of short term employees on organization and current study used as a first to further this step. Secondly what is the perception of permanent employees regarding job satisfaction and organizational identity. We could also know the comparison between short term and permanent employees with regards to this connection in depth. So, many projects are on their initial stages and through this technique in SNGPL with some industrial experts, we may plan for future as well.

Other aspects of the effect of short term employment contract on an organization are required to investigate future study should include sample from the teaching staff of nurses in Pakistan. No study is free of some limitations. The current study shows that there are some limitations which are discussed below

- The data has been collected from the Sui Northern Gas Pipelines Limited which investigates to the settings and areas.
- Due to access problems data was collected from the SNGPL.
- The sample size is less than to other dissertation studies which impose another limit on its generalibility
- Simple random sampling was used to decide the sample which may be the true represented of the population and bias the results

5.4 Implications for the future Research

Empirical evidences suggested that the effect of short term employment contract on an organization has a positive impact on the organizations and its productivity level. If employees

are satisfied from their employer workers are willing to engage in Organizational Commitment. There would be an interesting area for further research moreover the implicit assumptions of workers about future jobs. Workers would provide a complete response of how management policy and treatment of employees affect Organizational Commitment and Identity.

5.5 Managerial Implications

As we know resources are always limited and it is not an easy decision to convert their (contract employees) status into regular basis reason being is resources are scarce and managers have to use them properly in order to have job done adequately. Permanent employees are enjoying their employment status, however contract employees do not. So, for making them more efficient and effective, managers must work on their well being. Managers must take decisions for the contractual employees as well. Give them proper identity for mutual benefits.

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8. Your immediate boss encourages/appreciate your work

- (a) not all (b) usually not (c) neutral
(d) sometimes yes (f) always

9. Are you given training for the job on hand

- (a) extremely disagree (b) disagree (c) neutral (d) agree
(e) extremely disagree

11 . How long been you been employed in this organization

_____ months _____ years

12. How long have you been in your current job

_____ months _____ years

13. Do you supervise others at work

Yes No

Organizational Identity Questionnaire

Instructions:

How do you feel about the organization? Please state your level of agreement or disagreement by selecting the appropriate number.

		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor agree	Slightly agree	Moderately agree	Strongly agree
1.	When someone criticizes the organization, it feels like a personal insult.							
2.	I am very interested in what other think about the organization.							
3.	When I talk about the organization, I usually say "we" rather than "they."							
4.	The organization's successes are my successes.							
5.	When some one praises the organization, it feels like a personal compliment.							
6.	I act like an organization person to a great extent.							

Organizational Commitment Questionnaire (OCQ)

Instructions:

Listed below are a series of statements that represent possible feelings that employees might have about this organization. Please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternate.

		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor agree	Slightly agree	Moderately agree	Strongly agree
1.	I find that my values and the organization's values are very similar.							
2.	The organization really inspires the very best in me in the way of job performance.							
3.	It would take very little in my present circumstances to cause me to leave the organization.							
4.	I really care about the fate of the organization.							
5.	I could just as well be working for a different organization as long as the type of work was similar.							
6.	I am proud to tell others that I am part of the organization.							
7.	I feel very little loyalty to the organization.							
8.	I would accept almost any type of task assignment in order to keep working for the organization.							

Perceived Organizational Support Questionnaire

Instructions:

Please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives

		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor agree	Slightly agree	Moderately agree	Strongly agree
1.	The organization is willing to extend itself in order to help me perform my job to the best of my ability.							
2.	Even if I did the best job possible, the organization would fail to notice.							
	The organization's management cares about my general satisfaction at work.							
3.	The organization really cares about my well-being.							
4.	The organization strongly considers my goals and values.							
5.	The organization cares about my opinions.							
6.	The organization shows very little concern for me.							
7.	Help is available from the organization when I have a problem.							
8.	The organization takes pride in my accomplishments at work.							

Preference for permanent/ contract work

Instructions:

Please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives.

		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor agree	Slightly agree	Moderately agree	Strongly agree
1.	I have a choice and I prefer permanent/contract work.							
2.	I have little choice; I would prefer a permanent regular job.							

Job Insecurity Questionnaire

Instructions

Please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives.

		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor agree	Slightly agree	Moderately agree	Strongly agree
1.	I am worried about having to leave my job before I would like to.							
2.	I am not concerned about leaving my job in the near future							
3.	I feel uneasy about losing my job in the near future.							

Job Satisfaction Questionnaire

Instructions

Each of the statements below is something that a person might say about his or her job. You are to indicate your own personal feelings about your job by marking how much you agree with each of the statements. How much do you agree with the statement?

		Strongly disagree	Modera tely disagree	Slightly disagree	Neither agree nor agree	Slightly agree	Modera tely agree	Strongly agree
1.	Generally speaking, I am very satisfied with this job.							
2.	I am generally satisfied with the kind of work I do in this job.							
3.	I frequently think about quitting this job.							
4.	The organization really cares about my well-being.							
5.	Most people on this job are very satisfied with the job.							
6.	Most people on this job often think of quitting.							

Reasons for contract Work: Importance of Job Characteristics to the Individual Questionnaire

Instructions

Please rate the importance of each of these job characteristics, and how they apply to your current job.

Importance to you

Characteristics	Unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important
1. Job					
Variety	1	2	3	4	5
Challenge	1	2	3	4	5
Flexibility in work	1	2	3	4	5
Schedule	1	2	3	4	5
2. Economic					
Job security	1	2	3	4	5
Higher pay	1	2	3	4	5
Fringe benefits	1	2	3	4	5
3. Personal					
Work/family balance	1	2	3	4	5