To what extent does the role of ‘volition’ influence the attitude and satisfaction levels of contingent workers? An Irish perspective.

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Abstract

The past three decades has seen a significant rise in non-traditional work arrangements. Collectively, temporary workers engaged through Recruitment Agencies, those engaged directly by organizations on a temporary basis and independent contractors can be classified under the collective nomenclature of ‘contingent’ workers. ‘Volition’ towards contingent work i.e. voluntarily choosing it, has been identified as a major influence on elements like satisfaction and commitment of these workers. Considering the dearth of research into the area in Ireland specifically, quantitative research was undertaken to establish to what extent the role of ‘volition’ influences the commitment and satisfaction levels of contingent workers in Ireland. Results indicate that volition has no significant influence on either commitment or satisfaction of contingent workers. Implications for Recruitment Agencies, Human Resources Departments and contingent workers themselves are discussed and future research topics proposed.

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1 - Introduction

In the past three decades there has been a major shift towards the engagement of staff on 'non-standard' or 'alternative' contractual arrangements in companies in North America, Europe and many parts of Asia (Kalleberg, 2006; Quinlan & Bohle, 2004). In many instances firms have engaged workers on 'contingent' or fixed-term contracts (Zeytinoglu, 1999).

Global organisations have been key consumers of contingent workforces and are increasingly relying more heavily on the use of this contingent labour (Kellyocg.com, 2013). Aberdeen Group research (2011) tells us that on average almost 25% of companies' workforce are contingent. Globally it is estimated that the value of temporary staffing labour engaged through Recruitment Agencies in 2013 was $327 billion (Staffing Industry Analysts, 2013). Considering these findings speak to Global trends and given a lack of research of any great substance in an Irish context the factors that influence people to engage in contingent work is explored.

In tandem with this increased phenomenon of contingent working practices there has been a huge growth in the body of research work focused on the consequences of contingent work at the worker and organizational levels (Connelly & Gallagher, 2004). Areas of research, among others, have included; Commitment, Job Satisfaction, Volition, Organizational Citizenship Behaviours, Psychological Contract, Integration / Trust.

One of the key findings from the body of research suggests that 'volition', or voluntarily choice, has a major impact on the attitudes and behaviours of contingent workers (Connolly & Gallagher, 2004). As there are numerous different types of 'contingent'

worker (Polivka & Nardone, 1989) the extent to which workers voluntarily choose contingent work differs considerably (Connelly & Gallagher, 2004).

This paper looks at defining 'contingent' work with reference to the numerous contractual variations associated with this type of engagement. Research is conducted from the contingent worker perspective in an Irish context. Cross sectional research through Quantitative analysis was conducted in the form of questionnaires delivered to contingent workers on the books of a large Irish Recruitment Agency. These questionnaires drew on Commitment scales by Meyer & Allen (1984), re-examined by McGee and Ford (1987) and measures of Satisfaction by Weiss, Dawis, England, and Lofquist's (1967) Short Form Minnesota Satisfaction Questionnaire (MSQ) scale. While the role of gender and the different professions pursued by contingent workers is analyzed, the central tenet of the paper is to examine the role 'volition' plays in the decision of workers to engage in contingent work in Ireland, what if any difference there is in the volition levels of various types of contingent worker and what impact volition has on the satisfaction and commitment levels of these workers. The outcomes of this research may have implications for organizations' workforce planning initiatives and for Human Resources departments in terms of recruitment and retention practices related to contingent workers.

2 - Literature Review

In the past 30 years there has been a major growth in the body of research work focused on 'contingent' work practices and its consequences at the worker and organizational levels (Connelly & Gallagher, 2004). Several areas of research have developed including those on Commitment, Job Satisfaction, Volition, Organizational Citizenship Behaviours, Psychological Contract, Integration / Trust etc. This literature review will focus on a triumvirate of commitment, satisfaction and 'volition' specifically as they relate to contingent workers, the latter acting as the core factor being analysed in this research.

Owing to the differing categorizations of 'contingent' work this literature review will initially seek to define what is understood by contingent work and will most closely focus on literature pertaining to temporary staff engaged through Recruitment Agencies and Independent Contractors who may or may not be engaged through Recruitment Agencies.

2.1 Defining Contingent Work

The term 'contingent employment arrangements' was first used in a speech by Audrey Freedman in 1985 at a conference on employment security. It subsequently went on to define a range of non-standard working arrangements. Polivka & Nardone (1998) define contingent work as "any job in which an individual does not have an explicit or implicit contract for long-term employment or one in which the minimum hours worked can vary in a non-systematic manner". Rischer (1997) categorizes contingent workers to include (a) those that have worked for less than a year with their employer and expect their job to last no more than a year (b) Independent contractors who expect their assignments to last less than one year. Di Natale (1999) added to these categorizations 'Contract Company Workers' e.g. security guards who work for one company but are put on numerous temporary engagements on different client sites. Gallagher (2002) spoke about the 'Direct-hire' model whereby a firm hires temporary

workers directly rather than through an Agency for irregular but frequent use on short-term assignments. In some European countries, including Ireland, a variation on this arrangement called “zero-hour” contracts is used, where staff are only engaged when a definite demand exists for their labour (Sparrow, 1998).

These definitions facilitate the inclusion of a number of different types of ‘contingent’ or temporary worker and correlates with the assertion of Feldman et al (1995), Ellingson, Gruys & Sackett (1998) and Marler et al (2002) that temporary or contingent staff are a heterogeneous rather than a homogenous cohort.

Connelly & Gallagher (2004) suggest the most obvious and visible form of contingent work is that supplied through Recruitment Agencies and this model is discussed extensively in the literature ((Marler et al, (2002); Feldman et al (1995); Di Natale (1999); Hardy et al (2003); Kunda, Barley & Evans (2002); Ellingson et al (1998)). Even within this category there are distinctions drawn between the types of contingent staff supplied, relevant to both the traditional and contemporary views of contingent workers which will now be discussed.

2.2 The Traditional View

A traditional view of contingent staff was that of low skilled workers who were paid less than permanent workers, likely to be female or minority, likely to be working in administrative or support roles (Rischer, 1997), essentially a ‘disposable workforce’ (Surfield, 2005). This is consistent with the ‘Institutionalist’ perspective on contingent workers that emanated from the US in the early 1990’s (Barley & Kunda, 2006). In their view the spread of contingent work practices helped perpetuate a two tier labour market system with contingent workers on the second, more disadvantaged, tier which would see demand for government assistance increase in a downturn and even help facilitate oppression of minorities. This is quite a stark view and it can be said perhaps unsurprisingly that assertions were made that these work practices were an attempt by greedy enterprises to undermine Unions (Barley & Kunda, 2006). It would seem

also to completely ignore a class of contingent worker that was being trumpeted by the ‘Free Agent’ advocates.

2.3 The Contemporary View

‘Free Agent’ advocates argued that contingent work represented liberation rather than isolation; it increased flexibility and personal control; reflective of the value of their skills, contractors earned more than permanent workers and the reliance on these skills brought self-actualization instead of estrangement (Barley & Kunda, 2006). This position is essentially diametrically opposed to the ‘Institutionalist’ perspective in that it painted a vision of a post-industrial construct where the individual enterprise was freed from the constraints of the traditional hierarchical employer-employee relationship. Those capable of benefitting from this new paradigm were essentially an elite class of worker, a perspective common with how ‘Institutionalists’ only concentrated on low-skilled workers. Barley & Kunda (2006) challenge this ‘Free Agent’ school as having operated more on anecdotal evidence than empirical evidence but this does not necessarily mean the core premise is without substance. Although not part of this Dissertation it would be an interesting piece of future research to note if any evidence accrues towards certain sectors of the contingent workforce in Ireland fitting this profile and believing in the benefits espoused by these ‘Free Agenteers’.

Specifically, with the ‘free agent’ perspective in mind, the more highly skilled, professional contingent worker that is more prevalent in the hi-tech sector may be of relevance. Matusik & Hill (1998) looked at the increasing practice in hi-tech firms of engaging contingent workers who have the ability to positively influence the core competencies in the firm through bringing industry best practice from their previous contingent engagements with other firms in the market. Barley & Kunda (2006) highlight how contingent work has continued to spread across virtually all disciplines including Accounting, Law, Medicine, Management etc. One manifestation of this is how ‘Interim Management’ positions for C-level executives are now facilitated through a network of ‘Executive Search’ firms like MERC Partners, Dal Riada Executive

Search & Selection, Amrop Strategis, PwC Executive Search and others in Ireland and worldwide.

2.4 The Growth of Contingent Work - Demand & Supply

2.4.1 Demand

There are a number of factors discussed in the literature that would seem to underpin the increased demand from firms for contingent workers. Using workers with specialized skills on a project basis, (especially in the IT area), filling temporary absences, facilitating employees' requests for part-time hours and looking at workers on a 'try before you buy' basis are several of the reasons stated (Lemmergaard, 2011). However the key demand drivers are companies striving to create value and competitive advantage through driving cost efficiencies and through the use of flexibility which is inherent in the model (Lautsch, 1999; Matusik & Hill, 1998).The Flexible strategy seeks higher skilled contingent workers and in the cost reduction strategy a firm will seek lower skilled contingent staff engagements. Thus it can be seen from this model a different categorisation, and an implicit hierarchy, of contingent staff.

In parallel Staffing Industry Analysts (2015) expect Human Resources Departments to face increasing challenges related to the different forms of staffing due to elements like continuing economic uncertainty, skills shortages due to demographic trends and constantly changing employment legislation

Considering resource-based theory, Barney (1991) suggests firms increase their value through developing unique knowledge, skills and abilities internally and those other skills that do not add value should be sourced from the market. This falls in line with the 'Economic Transaction Cost Model' where Williamson (1990) suggests that cheaper external availability of skills do not justify retaining more expensive internal

roles and specialist skills are better gotten in temporarily. Following these patterns results therefore in organizations 'externalizing' certain employment relationships (Pfeffer & Barron, (1998) & Davis-Blake & Uzzi (1993)).

Through this flexible model, organizations can adjust the types of skills employed in line with fluctuations in demand without adding to the long-term cost of retaining these particular skills (Kalleberg & Marsden, 2005). Additionally it is argued that contingent employees enable firms to manage the flow of knowledge more effectively (Handy, 1989)

All of these 'Demand' forces have led to an increase in firms seeking both low and high skilled contingent staff and as a consequence has led to an increase in the prevalence of Recruitment Agencies (Marler et al, 2002). This in turn has led to Recruitment Agencies having a greater volume of assignments available which offers elements of variety and possible continuity in contingent work that jobseekers may not previously have had. Kunda, Barley & Evans (2002) also note the 'triadic' nature of the highly skilled workers in their study, indicating that far from being individuals selling labour, their dynamic very much involves intermediaries like Recruitment Agencies.

2.5 Relevant Developments in the Recruitment Industry

In parallel to the growth of regular Recruitment Agencies, Managed Service Providers (MSP's) have been a major development in the recruitment industry, especially over the past 20 years and given their operating model it can be argued this growth is strongly related to the growth of contingent staffing practices globally. Some of the major global MSP's that operate in Ireland include Allegis Global Solutions (AGS), Pontoon, Manpower and Randstad Sourceright. In their 2013 report, Staffing Industry

Analysts, global advisors and researchers on contingent work, define an MSP as “a company that takes on primary responsibility for managing an organization’s contingent workforce program”. Typically MSP responsibilities include managing programs of contingent staffing, reporting and tracking, selection and management of suppliers (who are generally Recruitment Agencies), order distribution and often consolidated billing. Generally MSPs provide their clients with a vendor management system (VMS), defined as “an Internet-enabled contingent worker sourcing and billing application that enables a company to procure and manage a wide range of contingent workers and services in accordance with client business rules” (Staffing Industry Analysts, 2013). The report notes that roughly a third of contingent staffing is managed either by an MSP or run through a VMS.

To give an idea of the scale of the global market for contingent staffing, Staffing Industry Analysts (2013) estimate $100 billion is spent globally on contingent staffing under management through a VMS, an MSP, or both and the figure is continuing to grow. Their estimated global temporary agency staffing labour in 2013 was $327 billion. As will likely be in evidence in an Irish context, the report suggests growth in the use of contingent labour not only in large Multinational Corporations but in small and medium-sized companies also. Deloitte (2015) suggest that in Ireland 41% of companies plan increased use of contingent, outsourced, contracted and part time employees over the next 12-18 months and see this figure increasing to 56% over the next 3-5 years.

A current and developing trend that has implications for organizations globally is that of ‘Total Talent Management’ i.e. the practice where organizations think about and put policies in place to manage talent in the broadest sense incorporating both employed and non-employed i.e. contingent labour (Staffing Industry Analysts, 2015). The theory is that, if properly engaged, all forms of contingent workers will be sufficiently satisfied and motivated to represent the organization alongside the employed workforce.

These trends indicate that this paradigm of contingent work is here to stay and if anything set to increase in prominence. To that end the focus will now move to what the literature has to say on the attitudes of workers to these trends, looking in particular at evidence for the reasons people engage in contingent work.

2.6 Supply

2.6.1 Why are people interested in Contingent Work?

A portion of the literature, certainly in the period of the late 1980's to the late 1990's points to the association between contingent work and negative conditions in wages, job security and gender equality (Hartley, 1994; Risher, 1997). It has also been argued that contingent staff are disadvantaged compared to core employees who have open-ended contracts, better salaries, health insurance, and retirement benefits and they also have limited opportunities for advancement (Freedman, 1988; Parker, 1994). Krausz (2000) counters however that there is a lack of empirical data collected from the employee perspective.

Similarly Marler et al (2002) challenge the Human Capital Theory (HCT) viewpoint that suggests few workers should be interested in contingent roles due to monetary concerns and the supposition that contingent work will prevent workers from recouping their own human capital investment i.e. their education and training. HCT also suggests workers who tend to take temporary or contingent roles are likely to have few skills and want a traditional, permanent job where they can develop specific skills that will lead to increased wages and increased job security. Marler et al (2002) cite the evidence of other influences on people taking contingent work opportunities e.g. variety or autonomy and Kunda, Barley & Evans (2002) list flexibility and the opportunity to avoid organizational politics as reasons technical contract workers preferred their contingent engagements.

Flexibility would seem to be a fundamentally important factor in creating the supply of people willing to take up contingent work. Whether it is someone looking for an opportunity to re-enter the workforce (Callaghan & Hartman, 1995), someone looking to make use of temporary work as a 'stepping stone' to securing a permanent role (Lips, 1988) the flexible nature of the opportunities is central. Brosnan et al (1996) suggest that in an era of Globalization that has brought restructuring, redundancy and unemployment, contingent work has allowed job continuity to replace job security as a means of being continually employed

If one was to focus solely on the purported negative aspects associated with contingent work one could conclude that only those desperate and with no other choices would find themselves in temporary employment. The literature in the 1990's in particular has further mentioned repeatedly the lack of legal recourse available for contingent workers and the acceptance that they would be paid less (Hartley, 1994; Risher, 1997). In the context of the European Union and in an attempt to strengthen the protection measures for temporary workers employed through Recruitment Agencies, the 'Protection of Employees (Temporary Agency Work) Act', 2012 was introduced. There are some slight variations in the implementation of the Act throughout Europe, for example the Act and its obligations are relevant from the first day of assignment by a temporary Agency worker in Ireland whereas in the UK the 'Swedish Derogation Model' is enforced meaning there are certain obligations that only apply after 13 weeks. That said the broad principles are commonly adhered to across the EU with the core rationale being that Temporary Agency Workers must receive the same pay and basic working and employment conditions as that of someone hired directly by the employer to do the same job (Section 6, Irish Statute book).

This has certainly strengthened the plight of workers engaged on a temporary basis and reinforces the earlier point that certain forms of contingent or temporary work are most prevalent through the use of Recruitment Agencies. What is less certain at this point and is not a feature of this research is whether many companies have decided against the use of Agency temps as a result of this legislation. While the results of this

research may be very interesting it can be hypothesized that this would be difficult information to gather given the sensitive nature of the subject matter.

It should be noted also that certain forms of contingent work fall outside the scope of the Act. Limited Company contractors for example are not subject to its terms, even if they are supplied to a company through a Recruitment Agency therefore not every 'contingent' worker class is protected in this fashion.

Taking a more positive view on the area, 'boundaryless' contingent workers are those with a preference for contingent work who see the increased availability of temporary engagements either directly, or more likely through Recruitment Agencies, as diminishing risk previously associated with temporary job insecurity and who realize that having higher, sometimes specialized, skills means they are more assured of a continuous supply of opportunities (Marler et al, 2002). Developing these skills through work experience and training in multiple firms can lead to the accumulation of transferrable skills which in turn leads to increased marketability and earnings potential for contingent staff (Baker & Aldrich, 1996). Realisation of these factors is not a new phenomenon as Cohany (1996) reports that an increasing number of professional, technical and managerial workers had started adopting 'boundaryless' career paths back then.

Having presented this review of the literature that has defined the area of contingent work, looked at its incessant progression over the past three decades and considered a number of influencing factors it is the contention of this research that a fundamentally interesting and important area which is worthy of research are the aspects of workers commitment, satisfaction and volition which, while interwoven, will now be discussed individually in more detail.

2.7 Commitment

Two main views of commitment have come to the fore in the literature, labelled by Meyer & Allen (1984) as Affective (or attitudinal) commitment and Continuance (or behavioural) commitment. (Meyer & Allen (1991) subsequently introduced another variable, 'Normative' commitment to make a three component model of commitment but this research project will focus on the original two only).

When workers identify strongly with the goals and values of the organization and commit based on these types of factors they are said to be demonstrating Affective commitment. Continuance commitment is demonstrated where workers fear the loss they would experience by changing jobs would be greater than what they would gain in a new job and this forms the basis for their commitment to the current job. Assessments of both Affective and Continuance commitment of contingent staff have been carried out in the Data analysis portion of this Dissertation (section 4).

Having discussed the exponential increase in contingent work globally it is perhaps unsurprising that commitment has been a highly popular research topic in the area, specifically contrasting the levels of commitment of contingent workers versus permanent staff. The main focus in this respect is that of 'organizational' commitment and the outcomes from this body of research has produced varying results with some reporting significantly lower commitment among contingent staff than their permanent counterparts (Van Dyne&Ang, 1998), other research reports the contrary (McDonald & Makin, 2000) and others still report no difference in commitment levels between the two groups (Pearce, 1993).

Highly relevant in the case of this Dissertation, is the triadic relationship that exists between the contingent worker, the client and the Recruitment Agency. 'Organizational' commitment requires consideration that the contingent worker's organizational environment includes both the client and the Recruitment Agency (Connelly & Gallagher, 2004). Of relevance to this research is the assertion by Van

Breugel et al (2005) that if the Recruitment Agency is supportive, deals with issues satisfactorily when they arise and maintains close contact with its contingent workers, both types of commitment are influenced positively. Interestingly Liden et al (2003) also point out that contingent workers who demonstrate high commitment to their Recruitment Agency were viewed as having lower commitment to the client organization by managers within the client organization.

In Ireland, many of the larger Recruitment Agencies e.g. CPL & Sigmar have large cohorts of Temporary staff who work as 'CPL onsite' or 'Sigmar onsite' with various client companies. Staff may then move to a similar arrangement on another client site after a contract period has elapsed. Although beyond the scope of this research it would be interesting in that context to assess the commitment levels of these Temporary workers towards their Agency, the client or both, to ascertain whether the results were consistent with the aforementioned research internationally.

Gallagher & McLean Parks (2001) noted the considerable volume of literature devoted to organizational commitment and its emphasis on the construct of commitment to the employer by the employee i.e. permanent staff members, and they also looked at the second strand of research that considers the presence of multiple commitment foci e.g. work-related commitments or commitment to more than one employment entity like unions or in the case of this research, Recruitment Agencies. They consider comparisons of 'Traditional' workers i.e. permanent employees, 'Temporary help service' workers i.e. supplied through Agencies, 'In-house' temporary workers i.e. hired temporarily on the books of the client directly and finally 'Independent contractors'. In their opinion job commitment, rather than organizational commitment is of more relevance to these categories of workers given the different foci of commitment relevant in each case. For example Meyer & Allen (1997) suggested that an antecedent of affective commitment is positive supervisor relationships but these may not develop sufficiently given the short term nature of many contingent engagements. Findings related to affective and continuance commitment will be

discussed in the ‘Analysis’ section but reference will also be made to this contrary view by Gallagher & McLean Parks (2001).

2.8 Satisfaction

There is also significant focus in the literature on satisfaction of contingent workers, in many cases looking at direct comparisons with permanent workers (Galup, Saunders, Nelson & Cerveny (1997); McDonald & Makin (2000); Krausz, Brandwein & Fox (1995); DeWitte & Naswall (2003), de Graaf-Zijl (2012)) while others look at satisfaction of voluntary versus involuntary contingent workers (De Cuyper & De Witte (2007); Feldman, Doerpinghaus, & Turnley (1994); Ellingson, Gruys, & Sackett (1998)).

The findings of the literature are inconsistent and clear contrasts can be drawn between several of the studies. Krausz, Brandwein, and Fox (1995) reported higher levels of overall satisfaction and intrinsic satisfaction (the challenge and variety of the work) among voluntary contingent workers while higher levels of extrinsic satisfaction (elements like pay and benefits) were reported among involuntary contingent workers. This contrasts with Feldman et al. (1994) who reported more satisfaction with pay, the Agency and contingent work itself among voluntary contingent workers, as compared with involuntary workers. It is worth noting the apparent normalization of significant satisfaction levels towards contingent work carried out through Agencies. Ciett (2015), the International Confederation of Private Employment Services report that 76% of workers would recommend Agency work and 82% of Agency workers are satisfied or very satisfied with their work. As a corollary to this however we have de-Graaf Zijl (2012) who found lower levels of job satisfaction in Temporary Agency workers. It is difficult to be categorical on this point but de-Graaf Zijl conducted this work in Holland only whereas Ciett’s analysis was global, so perhaps a better indicator.

De Cuyper & De Witte (2007) further challenge the bulk of earlier hypotheses which tended towards ascribing greater satisfaction to voluntary as opposed to involuntary contingent workers. Their research found no evidence for supporting these findings on job satisfaction. Another interesting finding by DeWitte & Naswall (2003) while exploring a related topic was that job insecurity reduced satisfaction and commitment only among permanent employees, thus suggesting that those in contingent jobs have already accepted the temporary nature of the work engagement and its somewhat insecure status is not an impediment to their deriving satisfaction from the work nor displaying organizational commitment.

Gender differences are covered extensively in the literature with Females presenting as being more satisfied with their work than Males (Kaiser (2007); Souza-Poza & Souza-Poza (2003)) with Clark (1997) explaining that Females had lower expectations about labour market outcomes and were more concerned with elements like hours of work than pay, job security and promotion prospects. This phenomenon is explored further in the research section and forms one of the hypotheses being presented.

Ellingson, Gruys, & Sackett (1998) challenge the dichotomous measures used in previous research when considering the satisfaction of voluntary versus involuntary workers thus they used a more complex measure and found that involuntary workers may be less satisfied but if someone voluntarily pursues temporary work it appears to be unrelated to levels of satisfaction.

This previous body of work on satisfaction levels of contingent workers lends itself to further study in an Irish context and considering the links made between the attitudinal and behavioural measures of satisfaction and commitment (Krausz, Brandwein & Fox (1995); Ellingson, Gruys & Sackett, (1998)) and volition, the latter construct will now also be explored in more detail

2.9 Volition

Volition has been defined as “the perceived capacity to make occupational choices despite constraints” (Duffy et al 2012). It has been suggested, and it can be posited similarly, that those with high volition towards work, in this study specifically contingent work, feel they are unrestricted or ‘boundaryless’ (Marler et al, 2002) in their career choices and can choose options that best match their education, skills, values and interests. Conversely those with low volition feel restricted in their choices (Blustein et al, 2008) and these limited choices have led to lower levels of job satisfaction (Ellingson, Gruys, & Sackett, 1998; Krausz, Brandwein, & Fox, 1995)

Evidence suggests that a high percentage of contingent workers engaged through Recruitment Agencies or directly hired by clients prefer a permanent role (Hardy & Walker, 2003; Polivka & Nardone, 1989) whereas only a small percentage of independent contractors expressed interest in permanent roles (DiNatale, 1999). It can be claimed therefore that the number of people who choose contingent work of their own volition can be considerably influenced by the type of contingent work on offer, among other factors. Linking back to commitment however, if a contingent worker has more Recruitment Agencies to choose from (i.e. volition) there is some evidence that this does not enhance the commitment levels of those workers (Van Breugel et al, 2005).

Interestingly, there is evidence in the literature that those who were more satisfied with their work assignments and those who were more satisfied with working as temporary or contingent workers tended to perform at higher levels in their work assignments (Ellingson et al, 1998). While directly investigating the performance levels of contingent workers with high or low volition is outside the scope of this research it can nonetheless be suggested that developing evidence of volition levels in the Irish contingent workforce is important and can provide a strong platform for further investigation. The implications for organizations who engage various types of contingent workers could be significant and as suggested by Hardy et al (2003)

strategies aimed at involuntary temporary workers could and should be developed in a different manner to those targeting voluntary independent contractors.

2.10 Literature Review – Conclusion

It is the assertion of this paper that having explored the literature, the volition of a person to pursue contingent work is a sufficiently important topic that warrants this research process, specifically because of a dearth of research into the topic in an Irish context and because, as demonstrated, volition has in particular been linked to those fundamentally important work factors of satisfaction (De Cuyper and De Witte, 2008; Ellingson et al., 1998) and commitment (e.g. Connelly et al., 2007; Van Breugel et al., 2005; Gallagher & McLean Parks, 2001)).

The research question will now be explored along with Hypotheses and a discussion of the methods by which this research was pursued.

2.11 Research Question

Considering the evidence presented of the growth in contingent work globally over the past three decades and the predictions it will continue to grow significantly in the future, the attitudes of the workforce towards this form of work and the extent to which people in the workforce choose voluntarily to pursue contingent working arrangements could have a major impact on the ability of organizations to attract the requisite number of contingent employees which in turn could have implications for workforce planning initiatives. Additionally there may be implications for Human Resources departments in terms of recruitment and retention practices related to contingent workers.

In this context the following question is considered as the core focus of this Research:

To what extent does the role of 'volition' influence the satisfaction and commitment levels of contingent workers in an Irish context?

Drawing from research by Feldman et al (1995) combined with additional hypotheses the following are suggested:

Hypothesis 1

Voluntary contingent workers will be more satisfied that involuntary contingent workers.

Hypothesis 2

Voluntary contingent workers will be more committed that involuntary contingent workers.

Hypothesis 3

Females are more likely to be satisfied with contingent work than Males

Hypothesis 4

A higher percentage of IT workers will demonstrate volition towards contingent work than Office / Administration workers.

3 – Methodological Approach

3.1 Research Method

Drawing on multiple studies into contingent work, the pursuit of quantitative studies has been accomplished through the distribution of questionnaires to contingent workers on the databases of Recruitment Agencies (Hardy et al, 2003; Feldman et al 1995; Ellingson et al 1998; Connelly et al 2011). This method has been replicated in a cross sectional study, specifically in an Irish context by accessing contingent staff on the books of Sigmar Recruitment Consultants Ltd. Cross-sectional designs are appropriate for studying groups of subjects simultaneously where data is collected from the target audience through questionnaires (Burns & Grove, 1993).

3.2 Procedure

Online surveys were distributed to 297 Temporary Agency staff and independent contractors across a range of industry sectors including IT, Engineering, Construction, Pharmaceutical, Banking, Accountancy, Office & Administration, Multilingual, Sales, Marketing and Customer Service. This range of professions was chosen to give as representative a sample of the Irish market as possible in an attempt to best assess volition, satisfaction and commitment levels of the Irish workforce. These Temporary or Contract workers were either, at the time of the survey being distributed, working currently on a temporary / contract assignment or had been within the previous 6 months. All potential participants were called by phone to encourage participation in the survey and informed that each of them would be entered into a draw for 100 EURO voucher on foot of this participation. This exercise was completed in a period between 1 and 4 days before the online survey was distributed.

Those workers who had already converted to Permanent work were discounted from the survey but their number was insufficient i.e. 3 people, to have any material bearing on the results. Each participant was emailed a link to a survey document with a cover note explaining the purpose of the study and emphasizing that participant responses will be completely confidential. Participants were instructed to complete the survey

online through the use of Survey Monkey Software. All surveys were sent on the same day and participants had one week to complete the questionnaire.

3.3 Sample

There were more Female (*n* = 112) than Male (*n* = 87) participants. The breakdown of participants by profession was as follows: IT (*n* = 32), Office / Administration (*n* = 56), Accountancy (*n* = 14), Other Financial Services (*n* = 13), Pharma / Life Science (*n* = 9), Engineering (*n* = 12), Construction (*n* = 2), Sales-Multilingual (*n* = 2), Sales – Non-Multilingual (*n* = 3), Marketing (*n* = 4), Customer Service (*n* = 8), HR (*n* = 9), Other (*n* = 36). Due to the minimal numbers in some of the aforementioned categories, and in an effort to avoid skewing the data results, the decision was made to amalgamate some of the categories with other similar professions resulting in the following groups being analysed through the data analysis software: 1) Office / Administration 2) Accountancy 3) IT 4) Sales & Marketing / Customer Service 5) Engineering / Construction / Pharma 6) HR / Others.

The volume of participants at the different age profiles are listed as follows: 18 - 24 yrs (*n* = 25), 25 – 34 yrs (*n* = 87), 35 – 44 yrs (*n* = 54), 45 – 54 (*n* = 28), 55 – 64 yrs (*n* = 5).

The highest levels of education achieved by the participant population were: 2nd Level (*n* = 20), 3rd level Certificate (*n* = 22), 3rd level Diploma (*n* = 23), 3rd level Degree (*n* = 83), Masters (*n* = 49), PhD (*n* = 1).

3.4 Questions:

Volition – Whether workers are voluntarily or involuntarily pursuing contingent work and the impact this may have on satisfaction and commitment levels is measured through two scales.

Like Feldman et al (1995) and to determine whether contingent workers are or were satisfactorily employed or underemployed respondents were asked a number of dichotomous questions. Previous research by Ellingson, Gruys & Sackett (1998) suggests that dichotomous classifications of choice to pursue temporary work is equally as relevant as a more complex measure

Participants were asked to indicate (1) Whether they voluntarily chose and specifically pursued Temporary or Contract (i.e. Contingent) work (2) whether they are or were employed at a job which was consistent with their previous skills and experience (3) whether they are trying to find a permanent job or not, (4) whether they are a regular contingent worker or pursuing a "temp-to-perm," strategy.

3.5 Measuring Instruments

Various attitudinal measures previously used in contingent worker research were employed as dependent variables. All attitudinal measures were multiple-item Likert scales, ranging from (1) low to (5) high.

As discussed earlier, two main views of commitment have come to the fore in the literature, the first being Affective (or attitudinal) commitment, the other being Continuance (or behavioural) commitment. Porter, Steers, Mowday & Boulian (1974) developed a scale to measure Affective commitment while Becker (1960) developed the “side-bet theory” which was more behaviourally focused. Ritzer & Trice (1969) and Hrebiniak & Alutto (1972) further operationalized scales for this behavioural construct but it was Meyer & Allen (1984) who labelled the two concepts ‘affective’ and

'continuance' commitment and developed scales ACS and CCS. Meyer & Allen reported internal consistency (Cronbach's Alpha) scores of .88 and .84 for the ACS and .73 and .74 for the CCS.

McGee and Ford (1987) re-examined the psychometric properties of Meyer & Allen's scales. The affective commitment scale (ACS) showed evidence of good internal consistency reliability. For the continuous commitment scale (CCS) two distinct aspects were revealed. The first of these assesses whether individuals are committed to their jobs only because they had few or no other alternatives and the second looked at personal sacrifice associated with leaving a job. These latter two elements are of particular relevance while considering voluntary versus involuntary contingent work as part of this research. This scale is scored such that a high score signifies low commitment.

It was decided to favour use of the Minnesota Satisfaction Questionnaire - Short Form (MSQ) by Weiss, Dawis, England, and Lofquist (1967) which has been used in multiple studies into job satisfaction (Miller & Terborg (1979); Feldman et al (1995); Moshavi & Terborg (2002); Barringer & Sturman (1998); Saari, & Judge (2004); Scandaru & Lankau (1997); Moorman (1993)). This scale can be used to measure the two distinct components of intrinsic and extrinsic job satisfaction. The former relates to how people feel about the nature of the job tasks themselves, the latter reflects how people feel about aspects of the work which are external to the job tasks or work itself e.g. pay, working conditions and co-workers (Spector, 1997). In research undertaken by Buitendach & Rothmann (2009), the MSQ subscales of extrinsic and intrinsic job satisfaction presented sufficient levels of internal consistency, falling well above the (Cronbach's Alpha) 0.70 level and supporting the notion of the MSQ as a two factor structure with acceptable levels of internal consistency for each of its subscales .

4 – Data

This section presents the results of this study, the results being broken down into two main categories. The first category documenting the results associated with the factors that influence satisfaction levels of employees who are engaged in either temporary or contract work (collectively 'Contingent' work); with the second broad category presenting the results of the exploration of the factors that influence the commitment levels of employees who are engaged in contingent work voluntarily or involuntarily. Both of these categories (satisfaction and commitment) have been examined through the independent variables of gender, profession and volitional characteristics of the contingent worker subjects in the study and will be presented in sequence according to these variables.

With respect to both of these categories, a presentation of the characteristics of each of the variables under consideration is presented and the results of all statistical tests and an assessment of their precondition requirements are presented also.

Thereafter the results of some dichotomous questions are presented. As previously highlighted, Ellingson, Gruys & Sackett (1998) suggest that dichotomous classifications of choice to pursue temporary work is equally relevant as a more complex measure.

4.1 Scale Reliability Results

In this subsection the results of tests of reliability for the scale under consideration in this study is presented, specifically Satisfaction.

4.1.1 Satisfaction Scale Reliability Results

Table 1 and 2 below depict the results of a Reliability analysis for the Scale. There were 175 valid responses across 20 items that contributed to the overall Minnesota Satisfaction Questionnaire Short Form Scale composite score. A Cronbach Alpha reliability value of .919 is reported.

Case Processing Summary

		N	%
Cases	Valid	175	87.5
	Excluded[a]	25	12.5
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Table 1: Satisfaction Scale Case Summary

Reliability Statistics

Cronbach's Alpha	N of Items
.919	20

Table 2: Satisfaction Scale Reliability Results

4.2 Satisfaction and Gender Differences

This study considered a total of 174 temporary and contract staff (collectively 'Contingent' workers), of which 81 were Male and 93 Female. A case summary is presented in **Table 3**. Histograms of the distributions of levels of satisfaction with Contingent Work of both female and male employees are shown in **Figures 1** and **2** respectively. In both cases the horizontal axis represents the levels of satisfaction with Contingent work of employees such that a higher value represents higher satisfaction levels, with the vertical axis depicting the number of contingent workers associated with each level of satisfaction. For example, **Figure 1** indicates that of the 93 female workers in the survey, 15 scored between 69.5 and 74.5 on the satisfaction scale.

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Gender	N	Percent	N	Percent	N	Percent
Satisfaction	Female	93	83.0%	19	17.0%	112	100.0%
	Male	81	93.1%	6	6.9%	87	100.0%

Table 3: Gender Satisfaction Sample Sizes

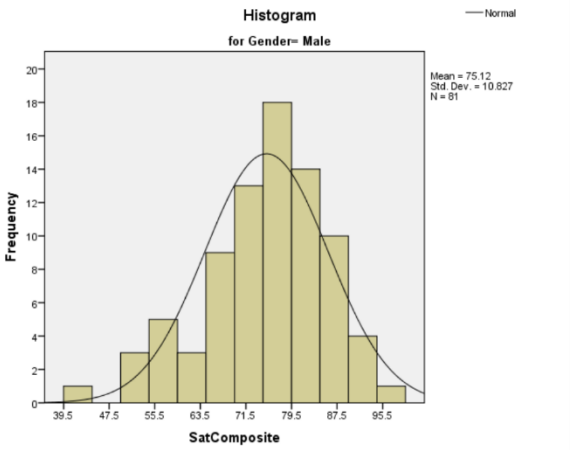

Figure 1: Satisfaction levels Female Distribution

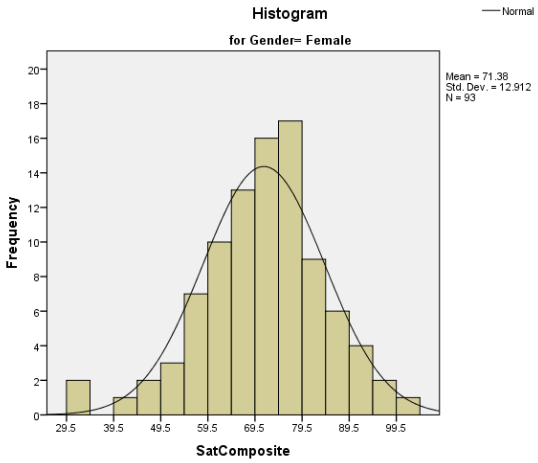

Figure 2: Satisfaction levels Male Distribution

All associated descriptive statistics, for both the male and female sample distributions, are shown in **Table 4**.

Descriptives

	Gender			Statistic	Std. Error
Satisfaction	Female	Mean		71.38	1.339
		95% Confidence Interval for Mean	Lower Bound	68.72	
			Upper Bound	74.04	
		5% Trimmed Mean		71.74	
		Median		73.00	
		Variance		166.716	
		Std. Deviation		12.912	
		Minimum		32	
		Maximum		100	
		Range		68	
		Interquartile Range		15	
		Skewness		-.450	.250
		Kurtosis		.836	.495
	Male	Mean		75.12	1.203
		95% Confidence Interval for Mean	Lower Bound	72.73	
			Upper Bound	77.52	
		5% Trimmed Mean		75.50	
		Median		77.00	
		Variance		117.235	
		Std. Deviation		10.827	
		Minimum		42	
		Maximum		96	
		Range		54	
		Interquartile Range		14	
		Skewness		-.643	.267
		Kurtosis		.357	.529

Table 4: Gender Satisfaction levels with Contingent Work Descriptive Statistics

The results of tests of normality are presented in **Table 5**. Reliance is placed on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both the male and female sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In the case of Males the results indicate a deviation from normality (**W_{MALE} = .968, df = 81, p < .038**), while the results indicate the Female sample is normal (**W_{FEMALE} = .979, df = 93, p < .133**).

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Gender	Statistic	df	Sig.	Statistic	df	Sig.
Satisfaction	Female	.069	93	.200*	.979	93	.133
	Male	.100	81	.043	.968	81	.038

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 5: Gender satisfaction Normality Results

Due to identified deviations in normality, the Mann-Whitney U test was used to test if there exists significant differences between the levels of satisfaction with contingent work by males compared to females. In particular, the Mann-Whitney U test tests for differences in mean ranks of both groups. The null hypothesis associated with the Mann-Whitney U test being one of no difference between mean ranks. The results of this test are shown in **Tables 6** and **7.** The results of the Mann-Whitney U test indicate that there exists significant differences between the level of satisfaction with contingent work by Males (**Mdn=96.83**) compared to Females (**Mdn=79.38**), (**U = 3011, p = .023**).

Ranks

	Gender	N	Mean Rank	Sum of Ranks
Satisfaction	Female	93	79.38	7382.00
	Male	81	96.83	7843.00
	Total	174		

Table 6: Mann Whitney Test –mean

Test Statistics[a]

	Satisfaction
Mann-Whitney U	3011.000
Wilcoxon W	7382.000
Z	-2.281
Asymp. Sig. (2-tailed)	.023

a. Grouping Variable: Gender

Table 7:Grouping Variable: Gender

The next section presents the results of an analysis of the differences in Profession and their effect on the levels of satisfaction with contingent work by the various types of workers in the survey.

4.3 Satisfaction and Differences in Profession

This study considered a total of 175 temporary and contract staff (collectively 'Contingent' workers), grouped by profession. The groupings included Office /Administration comprising 46 workers, Accountancy / Financial comprising 22 workers, IT comprising 29 workers, Sales, Marketing and Customer Service (S&M / Cust Service) comprising 15 workers, Engineering / Construction / Pharma comprising 22 workers and HR / Others (including media and catering workers) comprising 41 workers. A case summary is presented in **Table 8**. Histograms of the distributions of levels of satisfaction with Contingent Work of the most populous professions in this survey, namely Office /Administration, IT and Other are shown in **Figures 3, 4 and 5** respectively (Histograms of the other 3 categories of profession are available in Appendix 2). In each case the horizontal axis represents the levels of satisfaction with Contingent work of employees such that a higher value represents higher satisfaction levels, with the vertical axis depicting the number of contingent workers associated with each level of satisfaction. For example, **Figure 4** indicates that of the 29 IT workers included in the study, 28 have a satisfaction level of 62.5 or above.

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Profession	N	Percent	N	Percent	N	Percent
SatComposite	Office / Administration	46	82.1%	10	17.9%	56	100.0%
	Accountancy / Financial	22	81.5%	5	18.5%	27	100.0%
	IT	29	90.6%	3	9.4%	32	100.0%
	S&M / Cust Service	15	88.2%	2	11.8%	17	100.0%
	Engineering / Construction / Pharma	22	95.7%	1	4.3%	23	100.0%
	HR / Others	41	91.1%	4	8.9%	45	100.0%

Table 8: Satisfaction Sample Sizes by Profession

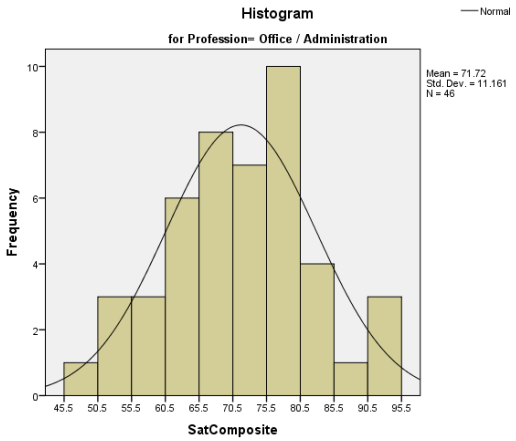

Figure 3: Satisfaction by Profession – Office / Administration

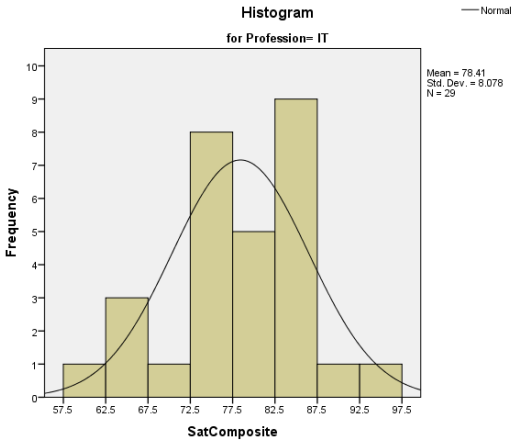

Figure 4: Satisfaction by Profession – IT

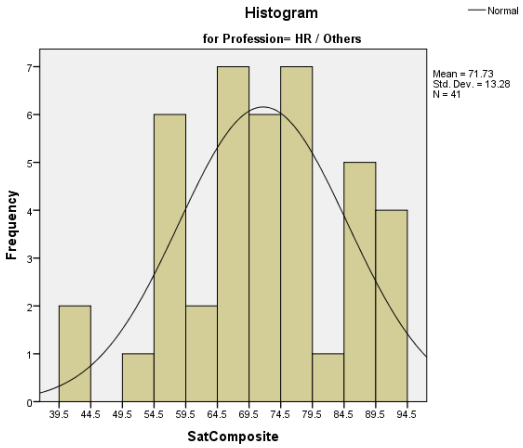

Figure 5: Satisfaction by Profession – HR / Other

All associated descriptive statistics and sample distributions for the different professions in the survey are available in Appendix 2.

The results of tests of normality are presented in **Table 9**. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality across the different professions of contingent worker sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. The results indicate no deviations from normality across the professions in the survey, the 3 cases highlighted showing (**W_{OFFICE} = .988, df = 46, p < .913**), (**W_{IT} = .971, df = 29, p < .577**), (**W_{OTHER} = .973, df = 41, p < .429**)

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Profession	Statistic	df	Sig.	Statistic	df	Sig.
SatComposite	Office / Administration	.073	46	.200*	.988	46	.913
	Accountancy / Financial	.123	22	.200*	.934	22	.148
	IT	.120	29	.200*	.971	29	.577
	S&M / Cust Service	.153	15	.200*	.958	15	.655
	Engineering / Construction / Pharma	.181	22	.060	.934	22	.149
	HR / Others	.075	41	.200*	.973	41	.429

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 9: Satisfaction by Profession - Normality

Due to identified normality in the findings, a Single Factor ANOVA test was used to test if there exists significant differences between the levels of satisfaction with contingent work across the various groups of profession in the survey.

The null hypothesis associated with Levene's test assumes the homogeneity of variances. As the **'Sig'** value **(0.224)** in **Table 10** is greater than **.05** the assumption cannot be rejected thus the homogeneity of variances is assured

Test of Homogeneity of Variances

SatComposite

Levene Statistic	df1	df2	Sig.
1.408	5	169	.224

Table 10: Test of Homogeneity of Variances - Satisfaction

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The null hypothesis associated with the ANOVA test being one of no difference between the groups. The results of this test are shown in **Table 11.** The results of the ANOVA test indicate that there exists no significant differences between the level of satisfaction with contingent work across the various professions in the survey, **(F(5, 169)= 1.620, p= .157**)

ANOVA

SatComposite

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1180.624	5	236.125	1.620	.157
Within Groups	24630.370	169	145.742		
Total	25810.994	174			

Table 11: ANOVA Results Output

Table 12 provides descriptive statistics, including the mean, standard deviation and 95% confidence intervals for the dependent variable (Satisfaction) for each separate group with IT (*s* = 8.078) and S&M / Customer Service (*s* = 16.102) representing the lower and upper levels of deviation.

Descriptives

SatComposite

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Office / Administration	46	71.72	11.161	1.646	68.40	75.03	48	95
Accountancy / Financial	22	72.68	13.799	2.942	66.56	78.80	33	100
IT	29	78.41	8.078	1.500	75.34	81.49	60	96
S&M / Cust Service	15	69.53	16.102	4.157	60.62	78.45	32	96
Engineering / Construction / Pharma	22	73.55	10.945	2.333	68.69	78.40	51	94
HR / Others	41	71.73	13.280	2.074	67.54	75.92	42	94
Total	175	72.99	12.179	.921	71.18	74.81	32	100

Table 12: Descriptives by profession

A Tukey post-hoc test shown in **Table 13** revealed no statistically significant differences between the groups.

Multiple Comparisons

Dependent Variable: SatComposite

Tukey HSD

(I) Profession	(J) Profession	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Office / Administration	Accountancy / Financial	-.964	3.129	1.000	-9.99	8.06
	IT	-6.696	2.862	.184	-14.95	1.56
	S&M / Cust Service	2.184	3.589	.990	-8.16	12.53
	Engineering / Construction / Pharma	-1.828	3.129	.992	-10.85	7.19
	HR / Others	-.014	2.593	1.000	-7.49	7.46
Accountancy / Financial	Office / Administration	.964	3.129	1.000	-8.06	9.99
	IT	-5.732	3.413	.547	-15.57	4.11
	S&M / Cust Service	3.148	4.042	.971	-8.50	14.80
	Engineering / Construction / Pharma	-.864	3.640	1.000	-11.36	9.63
	HR / Others	.950	3.191	1.000	-8.25	10.15
IT	Office / Administration	6.696	2.862	.184	-1.56	14.95
	Accountancy / Financial	5.732	3.413	.547	-4.11	15.57
	S&M / Cust Service	8.880	3.839	.195	-2.19	19.95
	Engineering / Construction / Pharma	4.868	3.413	.711	-4.97	14.71
	HR / Others	6.682	2.929	.208	-1.76	15.13
S&M / Cust Service	Office / Administration	-2.184	3.589	.990	-12.53	8.16
	Accountancy / Financial	-3.148	4.042	.971	-14.80	8.50
	IT	-8.880	3.839	.195	-19.95	2.19
	Engineering / Construction / Pharma	-4.012	4.042	.920	-15.67	7.64
	HR / Others	-2.198	3.643	.991	-12.70	8.30
Engineering / Construction / Pharma	Office / Administration	1.828	3.129	.992	-7.19	10.85
	Accountancy / Financial	.864	3.640	1.000	-9.63	11.36
	IT	-4.868	3.413	.711	-14.71	4.97
	S&M / Cust Service	4.012	4.042	.920	-7.64	15.67
	HR / Others	1.814	3.191	.993	-7.38	11.01
HR / Others	Office / Administration	.014	2.593	1.000	-7.46	7.49
	Accountancy / Financial	-.950	3.191	1.000	-10.15	8.25
	IT	-6.682	2.929	.208	-15.13	1.76
	S&M / Cust Service	2.198	3.643	.991	-8.30	12.70
	Engineering / Construction / Pharma	-1.814	3.191	.993	-11.01	7.38

Table 13: Satisfaction by Profession – Tukey post-hoc test.

The next section presents the results of an analysis of the differences in voluntarily or involuntarily choosing contingent work (Volition) and its effect on the levels of satisfaction with contingent work by the workers in the survey

4.4 Satisfaction and Volition

This study considered a total of 174 temporary and contract staff (collectively 'Contingent' workers), of which 98 chose contingent work of their own volition (voluntarily) and 76 did not choose contingent work of their own volition (involuntarily). A case summary is presented in **Table 14**. Histograms of the distributions of levels of satisfaction with Contingent Work of both voluntary and involuntary workers are shown in **Figures 1** and **2** respectively. In both cases the horizontal axis represents the levels of satisfaction with Contingent work of employees such that a higher value represents higher satisfaction levels, with the vertical axis depicting the number of contingent workers associated with each level of satisfaction. For example, **Figure 6** indicates that of the 98 workers in the survey who voluntarily chose contingent work, 15 scored between 79.5 and 84.5 on the satisfaction scale.

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Volition	N	Percent	N	Percent	N	Percent
Satisfaction	NO	76	87.4%	11	12.6%	87	100.0%
	YES	98	89.9%	11	10.1%	109	100.0%

Table 14: Volition Satisfaction Sample Sizes

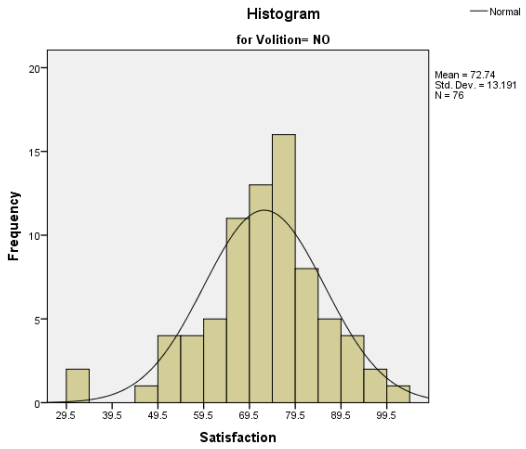

Figure 6: Satisfaction of involuntary contingent workers

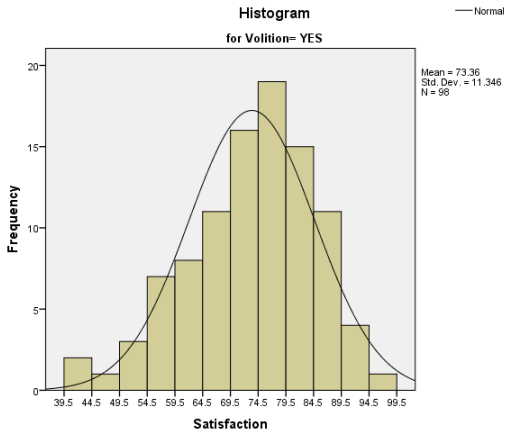

Figure 7: Satisfaction of voluntary contingent workers

All associated descriptive statistics and sample distributions for both those who chose contingent work of their own volition and those who did not are shown in **Table 15**.

Descriptives

	Volition			Statistic	Std. Error
Satisfaction	NO	Mean		72.74	1.513
		95% Confidence Interval for Mean	Lower Bound	69.72	
			Upper Bound	75.75	
		5% Trimmed Mean		73.19	
		Median		74.00	
		Variance		174.010	
		Std. Deviation		13.191	
		Minimum		32	
		Maximum		100	
		Range		68	
		Interquartile Range		14	
		Skewness		-.577	.276
		Kurtosis		1.105	.545
	YES	Mean		73.36	1.146
		95% Confidence Interval for Mean	Lower Bound	71.08	
			Upper Bound	75.63	
		5% Trimmed Mean		73.73	
		Median		75.00	
		Variance		128.727	
		Std. Deviation		11.346	
		Minimum		42	
		Maximum		95	
		Range		53	
		Interquartile Range		17	
		Skewness		-.565	.244
		Kurtosis		.079	.483

Table 15: Satisfaction of Voluntary and Involuntary contingent workers Descriptive Statistics

The results of tests of normality are presented in **Table 16**. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both voluntary and involuntary contingent worker sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. Our results indicate deviations from normality in those who voluntarily chose contingent work (**W_{YES} = .972, df = 98, p < .036**), but marginally no deviation from normality in those who involuntarily chose contingent work (**W_{NO} = .968, df = 76, p < .054**).

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Volition	Statistic	df	Sig.	Statistic	df	Sig.
Satisfaction	NO	.082	76	.200*	.968	76	.054
	YES	.087	98	.062	.972	98	.036

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 16: Satisfaction of Voluntary versus involuntary contingent workers Normality Results

Due to identified deviations in normality, the Mann-Whitney U test was used to test if there exists significant differences between the levels of satisfaction with contingent work by males compared to females. In particular, the Mann-Whitney U test tests for differences in mean ranks of both groups. The null hypothesis associated with the Mann-Whitney U test being one of no difference between mean ranks. The results of this test are shown in **Tables 17** and **18.** The results of the Mann-Whitney U test indicate that there exists no significant differences between the level of satisfaction with contingent work by voluntary contingent workers (**Mdn=89.08**) compared to involuntary contingent workers (**Mdn=85.46**), (**U = 3569, p = .638**).

Mann-Whitney U Test

Ranks

	Volition	N	Mean Rank	Sum of Ranks
Satisfaction	NO	76	85.46	6495.00
	YES	98	89.08	8730.00
	Total	174		

Table 17: Mann-Whitney Test – Mean

Test Statistics[a]

	Satisfaction
Mann-Whitney U	3569.000
Wilcoxon W	6495.000
Z	-.471
Asymp. Sig. (2-tailed)	.638

a. Grouping Variable: Volition

Table 18: Grouping Variable: Volition

The next section presents the results of an analysis of the differences in Gender and its effect on the Commitment levels of male and female staff to contingent work.

4.5.1 Commitment Scale Reliability Results

Table 19 and **20** below depict the results of a Reliability analysis for the Allen & Meyer Commitment Scale. This scale is based on 2 sub-Scales, namely Affective Commitment Scale (ACS) and Continuance Commitment Scale (CCS). Meyer & Allen (1984) reported internal consistency reliability of .88 for the ACS and .73 for the CCS. There were 178 valid responses across 16 items that contributed to the overall Scale composite score. A Cronbach reliability value of .263 is reported.

Owing to the low reliability score associated with the Commitment Scale as reported in Tables 19 & 20 the scale was recalculated in SPSS by removing items from the scale in order to achieve a Cronbach's Alpha score greater than .70. This was achieved by removing **items 1, 2, 4 & 8** from the ACS scale and **items 1, 7 & 8** from the CCS scale. The resulting scale is depicted in **Tables 21 & 22**. A Cronbach reliability value of .732 is reported.

Case Processing Summary

		N	%
Cases	Valid	178	89.0
	Excluded[a]	22	11.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Table 19: Commitment Scale Case Summary

Reliability Statistics

Cronbach's Alpha	N of Items
.263	16

Table 20: Commitment scale reliability

Case Processing Summary

		N	%
Cases	Valid	180	90.0
	Excluded[a]	20	10.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Table 21: Recalculated Commitment Scale Case Summary

Reliability Statistics

Cronbach's Alpha	N of Items
.732	9

Table 22: Recalculated Commitment Scale Reliability

4.6 Commitment and Gender Differences

This study considered a total of 179 temporary and contract staff (collectively 'Contingent' workers), of which 80 were Male and 99 Female. A case summary is presented in **Table 23**. Histograms of the distributions of levels of commitment to Contingent Work of both female and male employees are shown in **Figures 7** and **8** respectively. In both cases the horizontal axis represents the levels of commitment to Contingent work of employees such that a higher score indicates lower commitment with the vertical axis depicting the number of employees associated with that score. For example, **Figure 7** indicates that of the 99 Female participants in the survey 10 scored between 33 and 35 on the commitment scale.

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Gender	N	Percent	N	Percent	N	Percent
Commitrecalccomposite	Female	99	88.4%	13	11.6%	112	100.0%
	Male	80	92.0%	7	8.0%	87	100.0%

Table 23: Gender Commitment sample sizes

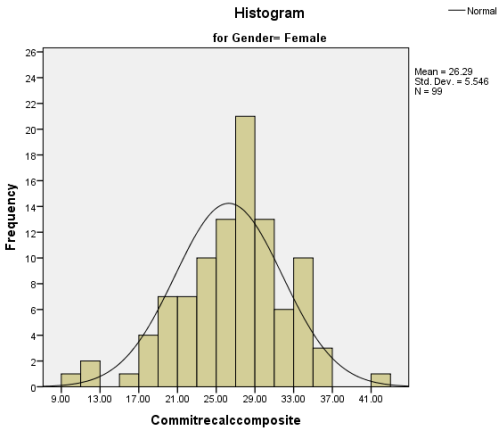

Figure 8: Commitment level of Females – Distribution

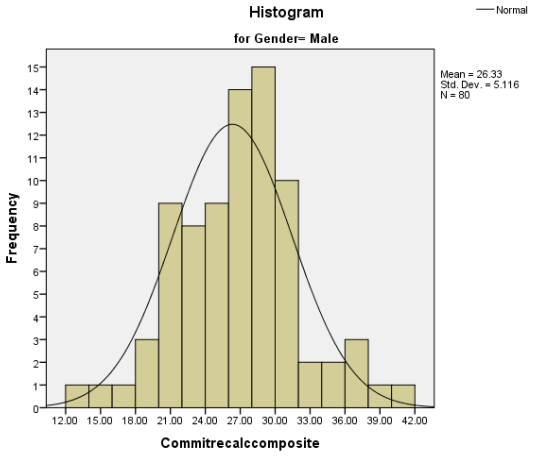

Figure 9: Commitment level of Males – Distribution

All associated descriptive statistics and sample distributions for both those who chose contingent work of their own volition and those who did not are shown in **Table 24**.

Descriptives

	Gender			Statistic	Std. Error
Commitrecalccomposite	Female	Mean		26.2929	.55741
		95% Confidence Interval for Mean	Lower Bound	25.1868	
			Upper Bound	27.3991	
		5% Trimmed Mean		26.4596	
		Median		27.0000	
		Variance		30.760	
		Std. Deviation		5.54619	
		Minimum		10.00	
		Maximum		42.00	
		Range		32.00	
		Interquartile Range		6.00	
		Skewness		-.422	.243
		Kurtosis		.790	.481
	Male	Mean		26.3250	.57197
		95% Confidence Interval for Mean	Lower Bound	25.1865	
			Upper Bound	27.4635	
		5% Trimmed Mean		26.2639	
		Median		27.0000	
		Variance		26.172	
		Std. Deviation		5.11581	
		Minimum		13.00	
		Maximum		40.00	
		Range		27.00	
		Interquartile Range		6.00	
		Skewness		.117	.269
		Kurtosis		.367	.532

Table 24: Commitment of Male & Female contingent workers - Descriptive Statistics

The results of tests of normality are presented in **Table 25**. Reliance is placed upon the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both male and female worker sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In both cases our results indicate no deviations from normality although the result is marginal for Females (**W_{MALE} = .985, df = 80, p < .454**), (**W_{FEMALE} = .975, df = 99, p < .058**).

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Gender	Statistic	df	Sig.	Statistic	df	Sig.
Commitrecalccomposite	Female	.105	99	.009	.975	99	.058
	Male	.109	80	.020	.985	80	.454

a. Lilliefors Significance Correction

Table 25: Commitment of Male & Female Contingent Workers Normality Results

No deviations in normality having been identified, an Independent Samples t-Test was used to test if there exists significant differences between the levels of commitment with contingent work by males compared to females. In particular, the Independent Samples t-Test looks for differences in mean ranks of both groups. The null hypothesis associated with the Independent Samples t-Test being one of no difference between mean ranks. The results of this test are shown in **Tables 26** and 2**7.** The results of the Independent Samples t-Test indicate that there exists no significant differences between the level of commitment contingent work by Male (**M=26.32, SD= 5.116, n= 80**) compared to Female workers (**M=26.29, SD=5.546, N=99**), (**t(177) = -.040, p= .968**).

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Commitrecalccomposite	Female	99	26.2929	5.54619	.55741
	Male	80	26.3250	5.11581	.57197

Table 26: Commitment by Gender – Descriptive Statistics

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Commitrecalccomposite	Equal variances assumed	.221	.639	-.040	177	.968	-.03207	.80556	-1.62181	1.55766
	Equal variances not assumed			-.040	173.883	.968	-.03207	.79866	-1.60838	1.54424

Table 27: Independent Samples t-Test Output Results

The next section presents the results of an analysis of the differences in Profession and its effect on the Commitment levels of staff to contingent work.

4.7 Commitment and Profession

This study considered a total of 180 temporary and contract staff (collectively 'Contingent' workers), grouped by profession. The groupings included Office /Administration comprising 51 workers, Accountancy / Financial comprising 22 workers, IT comprising 29 workers, Sales, Marketing and Customer Service (S&M / Cust Service) comprising 16 workers, Engineering / Construction / Pharma comprising 20 workers and HR / Others (including media and catering workers) comprising 42 workers. A case summary is presented in **Table 28**. Histograms of the distributions of levels of satisfaction with Contingent Work of the most populous professions in this survey, namely Office / Administration, IT and HR / Other are shown in **Figures 9, 10 & 11** respectively (Histograms of the other 3 categories of profession are available in Appendix 2) In each case the horizontal axis represents the levels of Commitment to contingent work of employees such that a higher value represents lower commitment levels, with the vertical axis depicting the number of contingent workers associated with each level of commitment. For example, **Figure 10** indicates that of the 29 IT workers included in the study, 4 have a commitment score level of between 30 and 32.

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Profession	N	Percent	N	Percent	N	Percent
Commitrecalccomposite	Office /Administration	51	91.1%	5	8.9%	56	100.0%
	Accountancy/ Financial	22	81.5%	5	18.5%	27	100.0%
	IT	29	90.6%	3	9.4%	32	100.0%
	S&M / Cust Service	16	94.1%	1	5.9%	17	100.0%
	Engineering / Construction / Pharma	20	87.0%	3	13.0%	23	100.0%
	HR / Others	42	93.3%	3	6.7%	45	100.0%

Table 28: Profession Commitment Sample Size

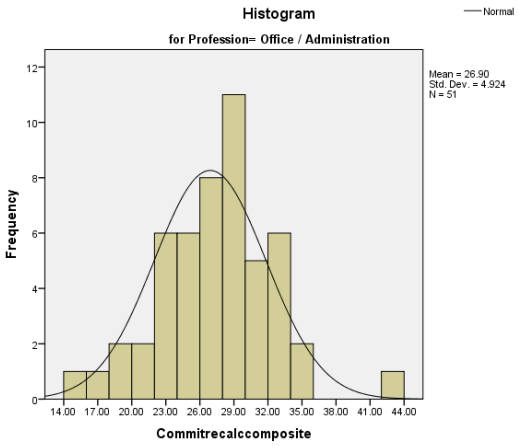

Figure 10: Commitment levels of Office / Administration workers – Distribution

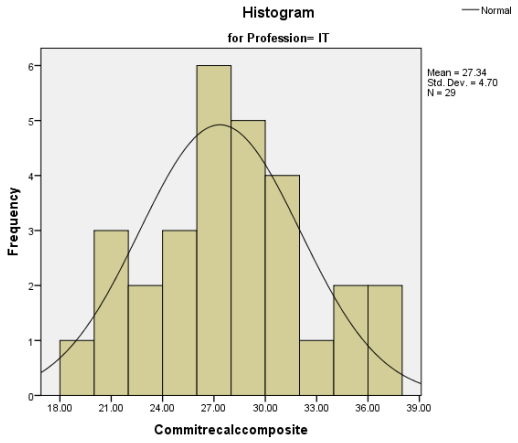

Figure 11: Commitment levels of IT workers – Distribution

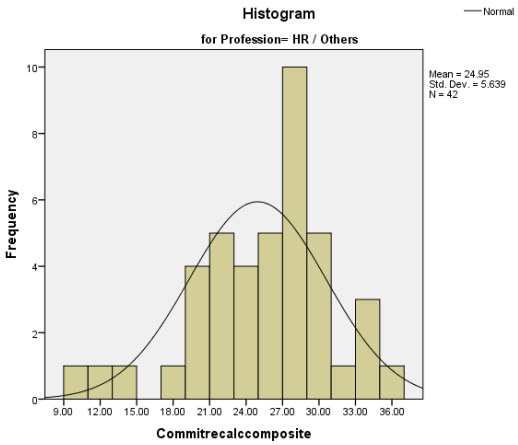

Figure 12: Commitment levels of HR / Other workers – Distribution

All associated descriptive statistics and sample distributions for the different professions in the survey are available in Appendix 2.

The results of tests of normality are presented in **Table29**. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality across the different professions of contingent worker sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. The results indicate no deviations from normality across the professions in the survey, the 3 cases highlighted showing (**W_{OFFICE} = .978, df = 51, p < .447**), (**W_{IT} = .968, df = 29, p < .500**), (**W_{OTHER} = .951, df = 42, p < .068**)

Tests of Normality

	Profession	Kolmogorov-Smirnov*			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Commitrecalcomposite	Office / Administration	.096	51	.200	.978	51	.447
	Accountancy / Financial	.121	22	.200	.978	22	.877
	IT	.100	29	.200	.968	29	.500
	S&M / Cust Service	.149	16	.200	.944	16	.406
	Engineering / Construction / Pharma	.099	20	.200	.976	20	.870
	HR / Others	.145	42	.026	.951	42	.068

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 29: Commitment by Profession –Normality results

No deviations from normality having been identified, a Single Factor ANOVA test was used to test if there exists significant differences between the levels of satisfaction with contingent work across the various groups of profession in the survey.

The null hypothesis associated with Levene's test assumes the homogeneity of variances. As the **'Sig'** value **(0.769)** in **Table 30** is greater than **.05** the assumption cannot be rejected thus the homogeneity of variances is assured.

Test of Homogeneity of Variances

Commitrecalccomposite

Levene Statistic	df1	df2	Sig.
.509	5	174	.769

Table 30: Test of Homogeneity of Variances - Commitment

The null hypothesis associated with the ANOVA test being one of no difference between the groups. The results of this test are shown in **Table 31.** The results of the ANOVA test indicate that there exists no significant differences between the level of satisfaction with contingent work across the various professions in the survey, **(F(5, 174)=1.068, p= .380**)

ANOVA

Commitrecalccomposite

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	151.541	5	30.308	1.068	.380
Within Groups	4935.854	174	28.367		
Total	5087.394	179			

Table 31: ANOVA Results Output

Table 32 provides descriptive statistics, including the mean, standard deviation and 95% confidence intervals for the dependent variable (Commitment) for each separate group with Construction / Pharma (*s* = 4.55) and Accountancy / Financial (*s* = 6.48) representing the lower and upper levels of standard deviation.

Descriptives

Commitrecalccomposite

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Office / Administration	51	26.9020	4.92445	.68956	25.5169	28.2870	15.00	42.00
Accountancy / Financial	22	26.0000	6.48074	1.38170	23.1266	28.8734	11.00	38.00
IT	29	27.3448	4.70012	.87279	25.5570	29.1327	19.00	36.00
S&M / Cust Service	16	25.4375	5.92136	1.48034	22.2822	28.5928	16.00	40.00
Engineering / Construction / Pharma	20	27.0500	4.54770	1.01690	24.9216	29.1784	17.00	36.00
HR / Others	42	24.9524	5.63938	.87017	23.1950	26.7097	10.00	35.00
Total	180	26.2944	5.33115	.39736	25.5103	27.0786	10.00	42.00

Table 32: Descriptives by Profession

A Tukey post-hoc test shown in **Table 33** revealed no statistically significant differences between the groups.

Multiple Comparisons

Dependent Variable: Commitrecalccomposite

Tukey HSD

(I) Profession	(J) Profession	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Office / Administration	Accountancy / Financial	.90196	1.35854	.988	-3.0130	4.8169
	IT	-.44287	1.23870	.999	-4.0125	3.1268
	S&M / Cust Service	1.46446	1.52616	.930	-2.9335	5.8624
	Engineering / Construction / Pharma	-.14804	1.40519	1.000	-4.1974	3.9014
	HR / Others	1.94958	1.10978	.496	-1.2485	5.1477
Accountancy / Financial	Office / Administration	-.90196	1.35854	.988	-4.8169	3.0130
	IT	-1.34483	1.50585	.948	-5.6843	2.9946
	S&M / Cust Service	.56250	1.74996	1.000	-4.4804	5.6054
	Engineering / Construction / Pharma	-1.05000	1.64553	.988	-5.7920	3.6920
	HR / Others	1.04762	1.40172	.976	-2.9918	5.0870
IT	Office / Administration	.44287	1.23870	.999	-3.1268	4.0125
	Accountancy / Financial	1.34483	1.50585	.948	-2.9946	5.6843
	S&M / Cust Service	1.90733	1.65865	.860	-2.8725	6.6871
	Engineering / Construction / Pharma	.29483	1.54807	1.000	-4.1663	4.7560
	HR / Others	2.39245	1.28591	.430	-1.3132	6.0981
S&M / Cust Service	Office / Administration	-1.46446	1.52616	.930	-5.8624	2.9335
	Accountancy / Financial	-.56250	1.74996	1.000	-5.6054	4.4804
	IT	-1.90733	1.65865	.860	-6.6871	2.8725
	Engineering / Construction / Pharma	-1.61250	1.78642	.945	-6.7605	3.5355
	HR / Others	.48512	1.56472	1.000	-4.0240	4.9942
Engineering / Construction / Pharma	Office / Administration	.14804	1.40519	1.000	-3.9014	4.1974
	Accountancy / Financial	1.05000	1.64553	.988	-3.6920	5.7920
	IT	-.29483	1.54807	1.000	-4.7560	4.1663
	S&M / Cust Service	1.61250	1.78642	.945	-3.5355	6.7605
	HR / Others	2.09762	1.44698	.697	-2.0722	6.2674
HR / Others	Office / Administration	-1.94958	1.10978	.496	-5.1477	1.2485
	Accountancy / Financial	-1.04762	1.40172	.976	-5.0870	2.9918
	IT	-2.39245	1.28591	.430	-6.0981	1.3132
	S&M / Cust Service	-.48512	1.56472	1.000	-4.9942	4.0240
	Engineering / Construction / Pharma	-2.09762	1.44698	.697	-6.2674	2.0722

Table 33: Commitment by Profession – Tukey post-hoc test

The next section presents the results of an analysis of the differences in voluntarily or involuntarily choosing contingent work (Volition) and its effect on the levels of commitment to contingent work by the workers in the survey

4.8 Commitment and Volition

This study considered a total of 179 temporary and contract staff (collectively 'Contingent' workers), of which 100 chose contingent work of their own volition (voluntarily) and 79 did not choose contingent work of their own volition (involuntarily) . A case summary is presented in **Table 34**. Histograms of the distributions of levels of commitment to contingent work of both those who chose contingent work of their own volition and those who did not are shown in **Figures 12** and **13** respectively. In both cases the horizontal axis represents the levels of commitment to Contingent work of employees such that a higher score indicated a lower level of commitment with the vertical axis depicting the number of contingent workers associated with each level of commitment. For example, **Figure 13** indicates that of the 29 IT workers included in the study, 8 have a commitment score between 31 and 33.

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Volition	N	Percent	N	Percent	N	Percent
Commitrecalccomposite	NO	79	90.8%	8	9.2%	87	100.0%
	Yes	100	91.7%	9	8.3%	109	100.0%

Table 34: Commitment by Volition – Sample Size

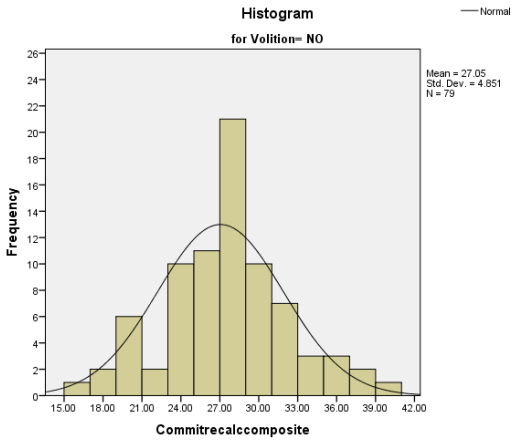

Figure 13: Commitment of involuntary contingent workers

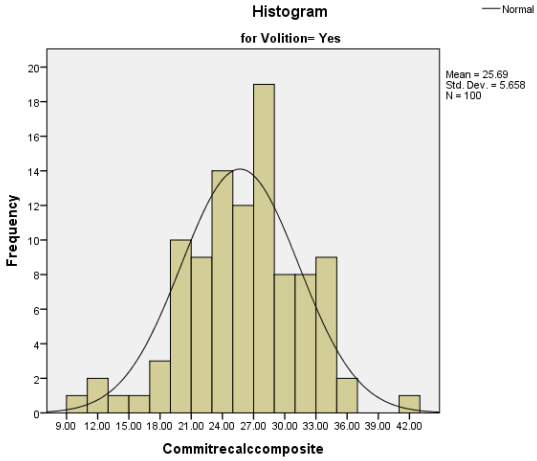

Figure 14: Commitment of voluntary contingent workers

All associated descriptive statistics and sample distributions for both those who chose contingent work of their own volition and those who did not are shown in **Table 35**.

Descriptives

	Volition			Statistic	Std. Error
Commitrecalcomposite	NO	Mean		27.0506	.54582
		95% Confidence Interval for Mean	Lower Bound	25.9640	
			Upper Bound	28.1373	
		5% Trimmed Mean		27.0007	
		Median		27.0000	
		Variance		23.536	
		Std. Deviation		4.85138	
		Minimum		16.00	
		Maximum		40.00	
		Range		24.00	
		Interquartile Range		5.00	
		Skewness		.068	.271
		Kurtosis		.343	.535
	Yes	Mean		25.6900	.56581
		95% Confidence Interval for Mean	Lower Bound	24.5673	
			Upper Bound	26.8127	
		5% Trimmed Mean		25.8444	
		Median		26.0000	
		Variance		32.014	
		Std. Deviation		5.65810	
		Minimum		10.00	
		Maximum		42.00	
		Range		32.00	
		Interquartile Range		7.00	
		Skewness		-.259	.241
		Kurtosis		.563	.478

Table 35: Commitment of Voluntary and Involuntary contingent workers - Descriptive Statistics

The results of tests of normality are presented in **Table 36**. We rely on the results of the Shapiro-Wilk's test of normality for inferring the presence or absence of normality in both voluntary and involuntary contingent worker sample distributions. The null hypothesis associated with the Shapiro-Wilk's test of normality assumes normality of the sample under consideration. In both cases our results indicate no deviations from normality (**W_{YES} = .984, df = 100, p < .280**), (**W_{NO} = .976, df = 79, p < .146**).

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Volition	Statistic	df	Sig.	Statistic	df	Sig.
Commitrecalcomposite	NO	.123	79	.005	.976	79	.146
	Yes	.063	100	.200*	.984	100	.280

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 36: Commitment of Voluntary and Involuntary contingent workers Normality Results

Due to no identified deviations in normality, an Independent Samples t-Test was used to test if there exists significant differences between the levels of commitment with contingent work by males compared to females. In particular, the Independent Samples t-Test looks for differences in mean ranks of both groups. The null hypothesis associated with the Independent Samples t-Test being one of no difference between mean ranks. The results of this test are shown in **Tables 37** and **38.** The results of the Independent Samples t-Test indicate that there exists no significant differences between the level of commitment to contingent work by Voluntary (**M=25.69, SD=5.658, n=100**) compared to Involuntary workers (**M=27.05, SD=4.651, n=79**), (**t(177) =1.7, p= .091**).

Group Statistics

	Volition	N	Mean	Std. Deviation	Std. Error Mean
Commitrecalccomposite	NO	79	27.0506	4.85138	.54582
	Yes	100	25.6900	5.65810	.56581

Table 37: Commitment by Volition– Descriptive Statistics

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Commitrecalccomposite	Equal variances assumed	2.787	.097	1.700	177	.091	1.36063	.80045	-.21903	2.94030
	Equal variances not assumed			1.731	175.781	.085	1.36063	.78617	-.19091	2.91218

Table 38: Independent Samples t-Test Output Results

4.9 Test of Volition between IT & Office / Administration

A large sample significance test was undertaken for two population proportions. The results are shown in Table 39

The results of the large sample significance indicate no significant diff between the proportion of IT workers who demonstrated volition towards contingent work versus

the proportion of Office / Administration workers who demonstrated the same volition (**P_{IT} = .71875, P_{OFFICE} =.59259, $n_{IT=}$ 32, $n_{OFFICE=}$ 54, p= .23888)**

```
Run MATRIX procedure:

ANSWER
         p1         p2         SE          z   SIGz_2TL   SIGz_LTL   SIGz_UTL
     .59259     .71875     .10711   -1.17780     .23888     .11944     .88056

------ END MATRIX -----
```

Table 39: Results of Two Samples Proportion Test

4.10 – Dichotomous Questions

The following section shows the results of the dichotomous questions asked of the participants in the survey:

Q 1. Did you voluntarily choose and specifically pursue Temporary or Contract (i.e. Contingent) Work?

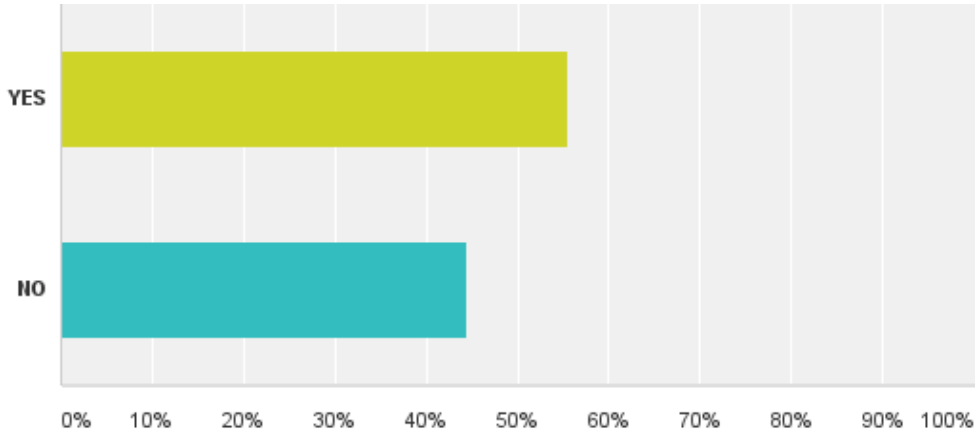

Figure 15: Chart of dichotomous question 1 - Volition

Answer Choices	Responses	
YES	**55.61%**	109
NO	**44.39%**	87
Total		**196**

Table 40: Results of dichotomous question 1 - Volition

Q 2. Are you working in a role which uses your skills and experience to their fullest?

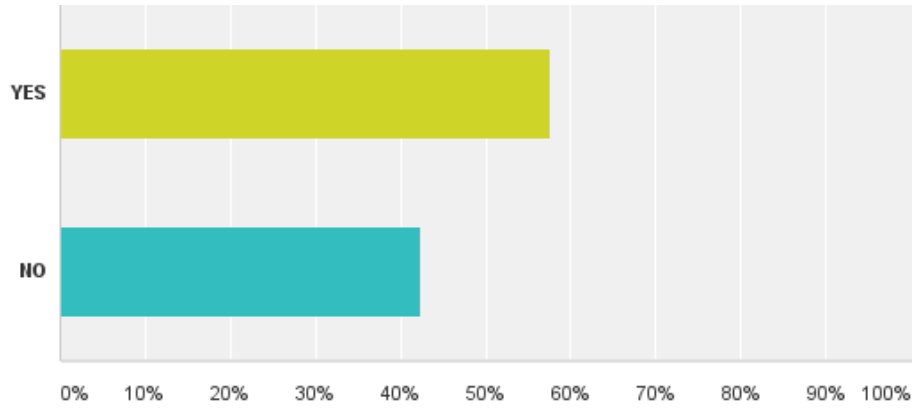

Figure 16: Chart of dichotomous question 2 – Skills match to job

Answer Choices	Responses	
YES	**57.65%**	113
NO	**42.35%**	83
Total		**196**

Table 41: Results of dichotomous question 2 – Skills match to Job

Q 3 Are you trying to find a Permanent Job?

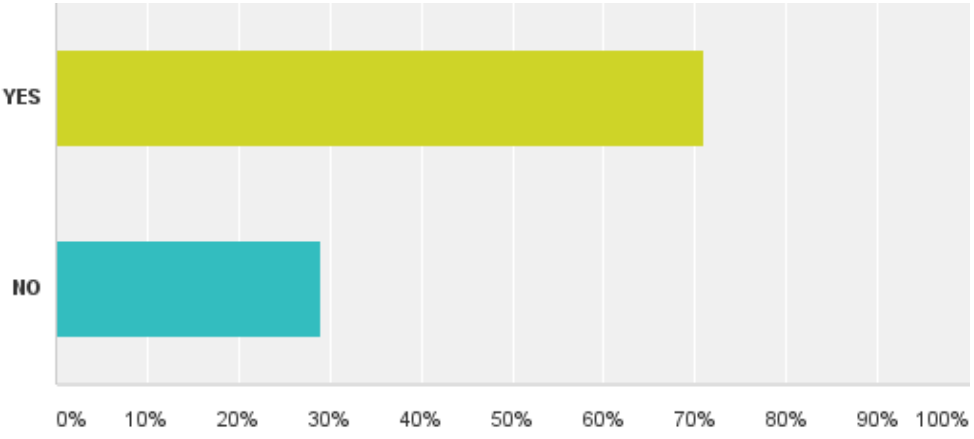

Figure 17: Chart of dichotomous question 3 – Seeking Permanent Work

Answer Choices	Responses	
YES	**71.07%**	140
NO	**28.93%**	57
Total		**197**

Table 42: Results of dichotomous question 3 – Seeking Permanent work

Q 4. Are you a regular temporary Worker or seeking Temp-to-Perm?

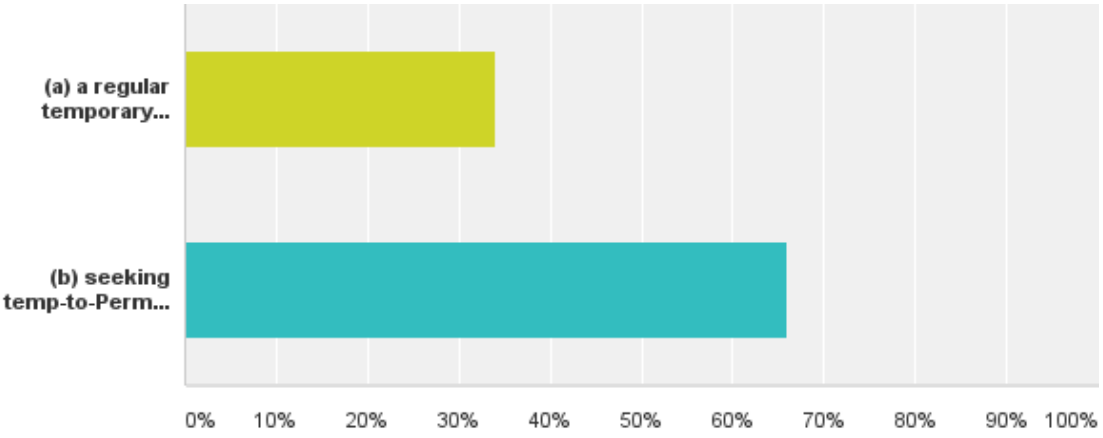

Figure 18: Chart of dichotomous question 4 – Seeking Temp-to-Perm

Answer Choices	Responses	
(a) a regular temporary worker	**34.03%**	65
(b) seeking temp-to-Perm (i.e. using Temp work to gain a Permanent role)	**65.97%**	126
Total		**191**

Table 43: Results of dichotomous question 4 – Seeking Temp-to-Perm

5 - Analysis of Findings

5.1 Effects for Males and Females on Satisfaction

Table 6 shows that in this survey Males are more satisfied with Contingent work than Females. Gender differences related to job satisfaction is covered extensively in the literature with Females presenting as being more satisfied with their work than Males (Kaiser (2007); Souza-Poza & Souza-Poza (2003)) with Clark (1997) explaining that Females had lower expectations about labour market outcomes and were more concerned with elements like hours of work than pay, job security and promotion prospects as was the case with males. These findings can therefore be said to be surprising in the context of this previous research as neither promotion or job security are consistent with contingent work engagements. Possible reasons for these results could be the higher proportion of males in certain industry sectors like IT where 96% of workers had a score of Satisfied or Very Satisfied in comparison to 85% of Office / Admin workers which was dominated by females.

5.2 Effects of Profession on Satisfaction

Tables 11, 12 and 13 show no statistically significant difference between levels of satisfaction among the various professions who took part in the survey. Harley (1994) suggested that regardless of sector or industry there is an association with negative conditions in aspects like wages, gender equality and others for contingent workers. Likewise Callaghan & Hartman (1991) concluded that for most contingent work was a last resort. Given the growth in contingent work in the intervening years (Kalleberg, 2006; Quinlan & Bohle, 2004)., the introduction of legislation like the Agency Workers Act (Section 6, Irish Statute Book) to protect the basic pay and working conditions of Temporary Agency Workers, these results may be consistent with Dewitte & Naswall's (2003) theory that having accepted the nature of contingent work there is no impediment to deriving satisfaction from the work. Additionally, in line with Brosnan et al (1996) job continuity has for many replaced job security as a means of being continually employed so an inference can be made that across the industry sectors

surveyed there is little negative impact on job satisfaction simply because they are contingent roles. To further add credence to this assertion Ciett (2015) report that 76% of workers would recommend Agency work and 82% of Agency workers are satisfied or very satisfied with their work. Given that the sample for this survey was exclusively employed through a Recruitment Agency this has excellent resonance.

Limitations to these results may be the small sample size for some of the professions involved which necessitated the amalgamation of sectors like Multilingual with Sales and Marketing, HR with 'Others' etc. in order to have relatively consistent sample sizes for comparison purposes. Additionally these professions were very much 'white collar' professions in the main as distinct from 'blue collar' manual or industrial workers. The comparison between these distinct sets of workers may have produced interesting and contrasting results in terms of satisfaction, bearing in mind that Di Natale (1999) Kunda, Barley & Evans (2002), Matusik & Hill (1998) and Marler et al (2002) all point to highly skilled workers e.g. those in IT, choosing contract work of their own volition with Marler et al (2002) and Di Natale (1999) also suggesting that lower skilled workers, perhaps manual labourers, exhibit less preference for contingent work.

5.3 Effects of Volition on Satisfaction

Tables 17 and 18 show no statistical difference in satisfaction levels between those who have voluntarily chosen contingent work versus those who have involuntarily pursued contingent work. This analysis of this factor is one of the fundamental research aims of this piece of work. H1 suggested there would be greater levels of satisfaction among voluntary contingent workers versus involuntary workers but the results of the analysis showing no difference means we cannot reject the null hypothesis of no difference. As noted in the literature review a number of studies show voluntary contingent workers to be more satisfied than involuntary workers (Feldman et al (1995); Krausz, Brandwein, and Fox (1995); Connelly & Gallagher (2004)) while Ellingson, Gruys & Sackett (1998) suggested that involuntarily choosing contingent work leads to less satisfaction, although they asserted that voluntarily choosing contingent work had no bearing on satisfaction. This separates voluntary and

involuntary choice into two separate constructs as opposed to opposite ends of the same continuum but this has not been explored significantly in the literature subsequently. Of more relevance to the results here are the findings of De Cuyper & De Witte (2007) who found volition was not a crucial factor in predicting job satisfaction. The data also showed that of those surveyed 71% were trying to find a permanent job (Table 42) which is consistent with the literature ((Hardy & Walker, 2003; Isaksson & Bellagh, 2002; Polivka & Nardone, 1989). This could support the theory that while the majority of people still prefer permanent work, once they have taken on contingent work they do not let its non-permanent nature affect the satisfaction they derive from the job. In fact a majority (65.97%) were using contingent work as a stepping stone towards Permanent work i.e. a Temp-to-Perm strategy (Table 43) as revealed in one of the dichotomous questions posed, thus it perhaps make sense that satisfaction does not need to be impacted in those circumstances.

5.4 Volition by profession

Even though a higher percentage of IT workers (71.87%) chose Contingent work than Office / Administration staff (59.26%) there were no statistically significant differences once a test of proportions was taken into consideration (Table 39) thus disproving H4 and allowing us to accept the null hypothesis of no difference. This finding is inconsistent with the literature where evidence was presented of higher skilled workers showing a preference towards contingent work (Di Natale (1999) Kunda, Barley & Evans (2002), Matusik & Hill (1998) and Marler et al (2002). Baker & Aldrich (1996) also link the increased skills gained through different contingent work assignments as positively affecting marketability and earnings potential. A possible limitation to the test in this instance was the pool of IT candidates versus that of Office / Administration workers. Further research could look at equal sample sizes to ascertain if a difference in satisfaction levels could be demonstrated.

Despite the lack of difference between the two mentioned samples it is no surprise to see IT workers represented in strong numbers relative to the overall sample size given

the preponderance of IT companies in the Irish marketplace, from major Multinational giants like Microsoft, Facebook, eBay, Google etc. to a thriving indigenous SME sector.

5.5. Effects for Males and Females on Commitment

Tables 26 and 27 show no difference in commitment between Male and Female participants in the survey. This result is interesting considering the differences in satisfaction identified between the genders. As discussed below there may be more important factors than gender e.g. different foci of commitment (Gallagher & McLean Parks (2001) to consider.

5.6 Effects of Profession on Commitment

Tables 32 and 33 show no significant differences in commitment between professions. Given the aforementioned triadic relationship (Connelly & Gallagher, 2004) that is relevant to the sample in this research i.e. the worker, the Agency and the Client, and the impact the Agency can have on the commitment of the worker (Van Breugel et al, 2005) this finding may be understandable. As discussed in the literature earlier, conflicting results had been produced regarding the commitment levels of contingent versus permanent employees, with some reporting significantly lower commitment among contingent staff than their permanent counterparts (Van Dyne&Ang, 1998), others reporting the contrary (McDonald & Makin, 2000) and others still reporting no difference in commitment levels between the two groups (Pearce, 1993), however the comparison of contingent and permanent workers was not in focus here.

Even though DeWitte & Naswall (2003) also see no impediment to organizational commitment with contingent workers, of more relevance here perhaps is the assertion of Gallagher & McLean Parks (2001) that organizational commitment may be of less

relevance and job commitment elements are more important in the context of contingent work. This is a potential limitation of this piece of research inasmuch as the focus on organizational commitment may not be fit for purpose when considering contingent workers. Again Gallagher & McLean Parks (2001) consider comparisons of 'Traditional' workers i.e. permanent employees, 'Temporary help service' workers i.e. supplied through Agencies, 'In-house' temporary workers i.e. hired temporarily on the books of the client directly and finally 'Independent contractors'. Given their assertion that different foci of commitment may be relevant for these cohorts this may explain the continuity of satisfaction across the professions surveyed in the study i.e. perhaps they were being assessed on a non-optimal commitment construct in Meyer & Allen's (1984) ACS and CCS scales. To give some further support to Gallagher & McLean Parks (2001) the results of one of the dichotomous questions posed showed (Table 41) that a majority of participants (57.65%) were working in a role which they felt used their skills and experience to their fullest thereby allowing the suggestion that commitment may be more job related than organization related.

5.7 Effects of Volition on Commitment

Tables 37 and 38 demonstrate no difference in commitment between voluntary and involuntary contingent workers. This ensures that the Null Hypothesis of no difference associated with H2 cannot be rejected. Again this is the second strand of the central concept being explored in this piece of research and once again the hypothesis cannot be supported. This is certainly an interesting finding but considering what has just been discussed in terms of the results of no difference across the professions or gender represented in the survey this result may have been expected. Returning to the work of Gallagher & Mclean Parks (2001) the suggestion can be made that a more pertinent assessment of commitment may be the foci associated with different forms of contingent engagement with volition not being a major influencing factor.

It is interesting to note that although a majority (55.61%) of respondents actually chose contingent work of their own volition (Table 40), there was a much greater proportion

(71.07%) who were trying to find a permanent job (Table 42) and equally a very strong cohort (65.97%) who were using contingent work as a Temp-to-Perm strategy (Table 43). This latter statistic is important as it facilitates the suggestion that in the absence of securing a permanent position even those who have involuntarily chosen contingent work may be happy to commit to a contingent role if it affords them the opportunity to ultimately secure their desired work status. Put another way, just because someone voluntarily chooses contingent work it seems they cannot, on the evidence of this research, claim that they are any more committed than their involuntary counterparts.

6 - Discussion and Recommendations

In this Dissertation the impact of volition on the commitment and satisfaction of contingent workers was presented for consideration. The literature has previously, although not exclusively, suggested that those who voluntarily chose contingent work would have higher satisfaction and commitment levels than those who involuntarily chose this type of work (Ellingson, Gruys, & Sackett, 1998; Krausz, Brandwein, & Fox, 1995).

While there may have been an expectation of a difference in satisfaction levels between Males and Females, with Females predicted to be more satisfied (Kaiser (2007); Souza-Poza & Souza-Poza (2003); Clark (1997)) the results of this piece of research countered that supposition. To that effect a suggestion for further research in an Irish context might be to specifically focus on those elements of satisfaction that appeal to Females and Males respectively and cross reference this with the type of work engagements undertaken by each gender.

Statistically there were no significant differences across professions in terms of satisfaction but as expected some, like those in IT, had a higher percentage of people voluntarily choosing contingent work than others. An interesting research topic, explored elsewhere in the literature (Ellingson et al, 1998) but which was not explored in this paper, may be to look at the actual performance of workers in Ireland who voluntarily as distinct from involuntarily choose contingent work and the impact, if any, on actual job performance. For this to be researched accurately would most likely necessitate the inclusion of the end consumer of the service i.e. the client and more specifically the supervisor of the contingent worker on a day-to-day basis so as to enable accurate assessment. Perhaps like in this case it would determine that volition would have no significant bearing on the job performance but the outcomes may have implications for Human Resources practitioners in terms of the types of contingent workers they target for their businesses.

As referred to earlier the lack of difference in satisfaction levels across what was predominantly a 'white collar' sample might benefit from further research that compared this cohort to those in the 'blue' collar sector and strategies to benefit from any differences or similarities could be actioned by the requisite Human Resources or Talent Acquisition teams in an organization.

Considering the different categories of contingent workers in the survey an interesting question might be - Is commitment really so important in the context of contingent work? Take for example the engagement of a highly skilled IT contractor to install an IT system. If the engagement is just for a specific purpose piece of work does it matter how committed that person is either to the organization for whom they are completing the work or the job itself? Baker & Aldrich (1996) suggested that specialist skills developed through multiple contingent engagements increase earnings potential for some contingent workers. Perhaps it could be suggested that ultimately money might give the greatest satisfaction to some highly skilled contingent workers? If so, commitment may be influenced by the highest bidder. Research into this area would be extremely interesting in the Irish context given, as mentioned previously, the thriving IT sector in the country and Matusik & Hill's (1998) conclusion that the

engagement of these highly skilled technical contractors is essential for firms on many fronts, including the creation of value and gaining competitive advantage. The implications for Human Resources departments may mean they need not engage with contractors at all, it may be sufficient for managers to engage directly once they have sufficient budgets at their disposal.

Looking at satisfaction and commitment from another standpoint, again in an Irish context, there is a large footprint of major Multinational corporations like Google, Facebook, Microsoft, Amazon and eBay where contingent workforces are part of the business model on an ongoing basis as opposed to a specific purpose engagement with a highly skilled Contractor. Amazon is typical of some of these companies who have a cyclical nature to their business and would see, like many ecommerce companies, an increase in demand for their services coming up to the Christmas period (The Guardian, 2014) and therefore require a ramp-up in their headcount to handle the increase in transactions over the period. Looking at it from this perspective commitment suddenly becomes relevant again because Amazon require these temporary hires to commit to the job for this specific duration otherwise they will be short staffed. In this instance aspects like supervisor relationships and company culture / work environment may be seen to play an important role in affective commitment. Similarly Total Talent Management comes clearly into focus because under this structure all talent is considered in one holistic sense, not segregated by employed versus outsourced non-employed (contingent) workers. Staffing Industry Analysts (2015) suggest this model enables companies to best integrate contingent workers with the permanent workforce by considering how to motivate and engage all parties who are ultimately carrying out work on behalf of the organization and therefore contribute or take away from the organization's reputation.

A further extension of the research could be to assess whether the brand identity of these major Multinationals is an influencing factor on the commitment levels of various types of contingent worker.

A limitation of this research may be the fact the sample came from one Agency, in this case Sigmar Recruitment. Taking the view like Van Breugel et al (2005) that the positive actions of the Agency can influence commitment levels of the contingent worker perhaps the sample in this case is operating through an Agency that does indeed go to extra lengths to keep their contingent workers happy, be that through supplying additional benefits, arranging events specifically for their contingent workers or simply by providing a wide and interesting variety of jobs. Commitment and satisfaction of the contingent workers may be influenced by the service they are receiving from the Agency. Future research could be conducted on contingent worker samples from across various Irish based Agencies to control against any single Agency bias and this may give a truer reflection of the Irish market as a whole.

7 - Conclusion

The aim of this dissertation has been to explore the extent to which 'Volition' influences the satisfaction and commitment levels of the growing population of contingent workers in Ireland. As independent constructs both satisfaction and commitment have substantial volumes of literature dedicated to them giving some indication of their perceived importance in areas like Human Resources Management. In the ever increasing body of contingent-work literature volition was identified as a factor which could potentially influence both of the aforementioned elements and given the contemporaneous nature of this way of working in the Irish economy it was deemed both interesting and relevant to explore the topic further.

No difference in satisfaction or commitment across professions was identified. This would seem to imply a growing acceptance of this form of work which contrasts with the depiction of contingent workers in much of the early research in the field during the 1990's. This could also be a reflection of the increased protections afforded to

Temporary workers with legislation like Agency Workers Act which guarantees equity of pay and basic working conditions, although it has only been in place since 2012 and this paper did not specifically address either the participants knowledge of the legislation or, if knowledge was assumed, their feelings as to its benefit to them. This would have no impact however on Independent contractors who fall outside the scope of that legislation therefore further research could investigate whether there is a difference in satisfaction and commitment levels among independent contractors versus Temporary Agency workers. As a composite grouping in this case however satisfaction levels were quite consistent. Workers who participated in the survey however were not representative of those in sectors like the Retail trade who often have to contend with 'zero-hours' contracts and this may have impacted the results therefore can be considered a limitation of the data

This research has advanced the theory in the area by identifying that, at least in an Irish context, voluntarily choosing to pursue contingent work seems to have little if any bearing on the satisfaction and commitment levels of contingent workers. Having set out with the intention of demonstrating a positive correlation between volition and satisfaction and between volition and commitment there is no evidence to support these viewpoints. This has interesting implications for Recruitment Agencies. Even though the majority of people (57.65%) felt they were forced into contingent work because of lack of alternatives they are nonetheless reporting high satisfaction levels. This seems to point towards high quality, fulfilling work being offered, through a Recruitment Agency in this case, that uses people's skills and experience appropriately, but just happens to be offered on a non-permanent basis.

The contemporary vista for contingent roles in Ireland therefore, certainly across the predominantly white collar sectors surveyed here, is one replete with positions consistent in quality with their permanent role equivalents otherwise evidence would surely have been presented of a higher proportion of people being 'underemployed' i.e. working in roles that people less skilled could complete. There may be evidence that leadership positions or those of strategic importance to an organization will

continue to be staffed by permanent resources but, being beyond the scope of this piece of work, it may be worthy of consideration for further research.

7.1 Implications

Contingent work seems to be an attractive route into permanent work given the statistics in this paper and given the satisfaction levels with this way of working. This has really positive implications for Recruitment Agencies who have the opportunity to both fill contingent positions, thus satisfying client requirements, but also to provide work opportunities that in the main people seem satisfied with. Commercially Agencies can benefit twofold, by placing candidates initially in contingent roles thereby deriving annuity income but also by subsequently placing them in Permanent roles.

This is positive for Human Resources Departments also because the evidence suggests they will be able to attract people into contingent opportunities to suit their business models despite the fact that the majority of the workers wish to secure permanent work. Those companies who pursue a ‘try-before-you-buy model’ of engaging workers on a Temporary basis before deciding to commit to them fully with a permanent contract can be very encouraged by the findings.

If there is a move towards ‘Total Talent Management’ then Human Resources departments need to consider the implications for satisfaction and commitment holistically. Even if those demonstrating volition towards contingent work could be identified it seems to be of little benefit in terms of indicating those who are likely to be more satisfied or committed.

From a candidate point of view there is also a positive scenario. Despite the strong preference of people for permanent roles and despite the majority taking up this form of work because of a lack of alternatives, the statistics show people are actually

satisfied and committed to these roles. A strong conclusion to this fact is that more people should actively consider the merits of contingent work.

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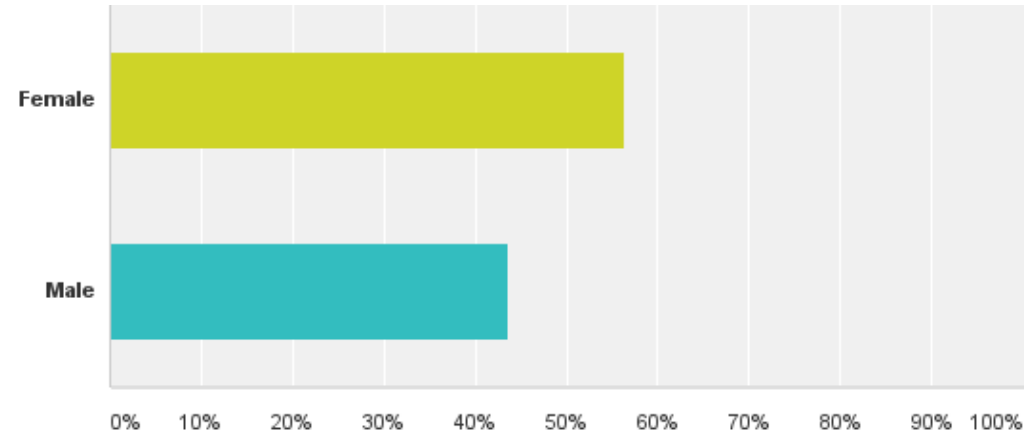
APPENDIX 1

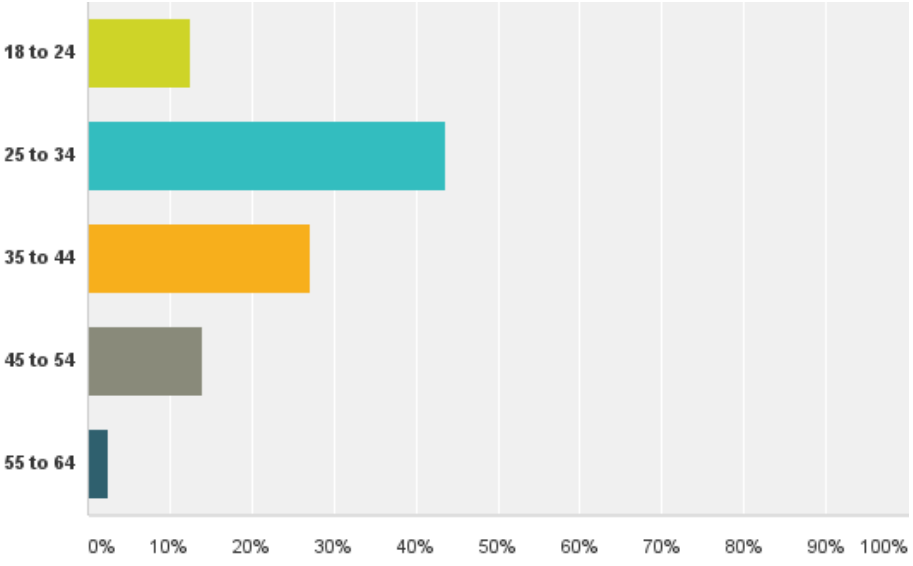
Contingent Workers - Volition survey – Questionnaire with Responses

Q. 1 What is your Gender?



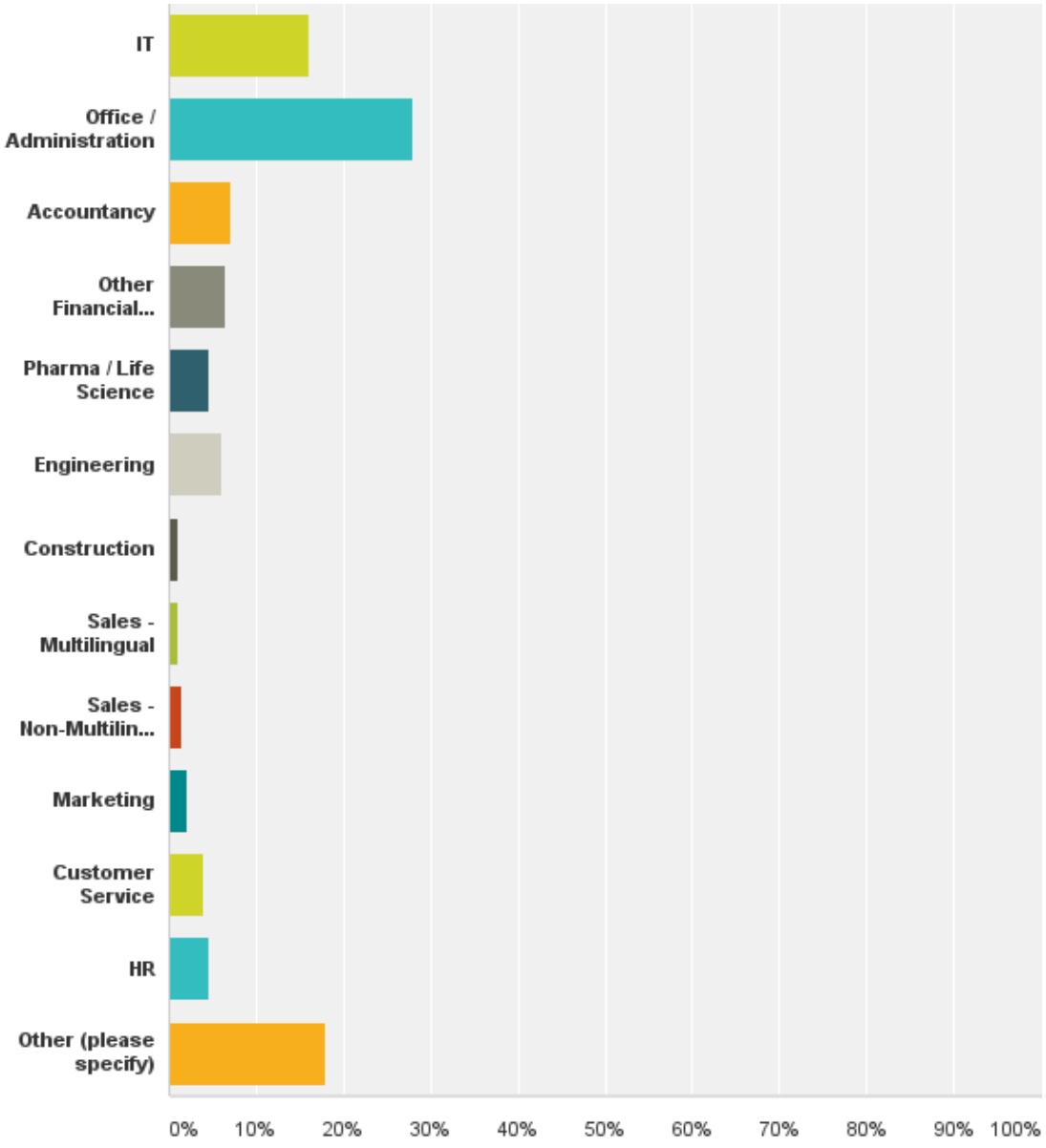
Answer Choices	Responses	
Female	**56.28%**	112
Male	**43.72%**	87
Total		**199**

Q. 2 What is your Age?



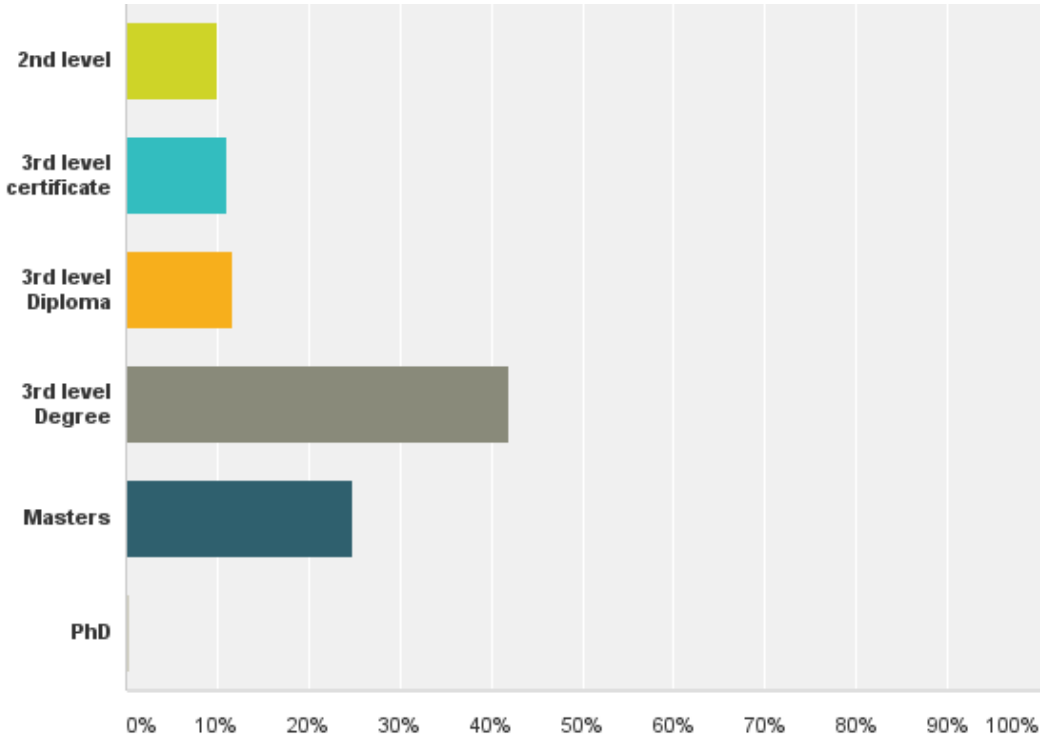
Answer Choices	Responses	
18 to 24	**12.56%**	25
25 to 34	**43.72%**	87
35 to 44	**27.14%**	54
45 to 54	**14.07%**	28
55 to 64	**2.51%**	5
Total		**199**

Q. 3 Which of the following categories best describe the area of work you have currently (or most recently) been undertaking?



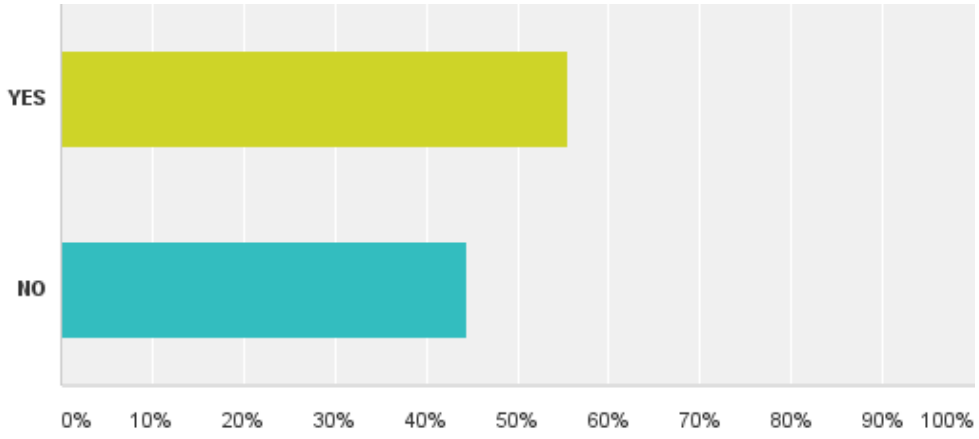
Answer Choices	Responses	
IT	**16.00%**	32
Office / Administration	**28.00%**	56
Accountancy	**7.00%**	14
Other Financial Services	**6.50%**	13
Pharma / Life Science	**4.50%**	9
Engineering	**6.00%**	12
Construction	**1.00%**	2
Sales - Multilingual	**1.00%**	2
Sales - Non-Multilingual	**1.50%**	3
Marketing	**2.00%**	4
Customer Service	**4.00%**	8
HR	**4.50%**	9
Other (please specify)	**18.00%**	36
Total		**200**

Q. 4 What is the highest level of Education you have achieved?



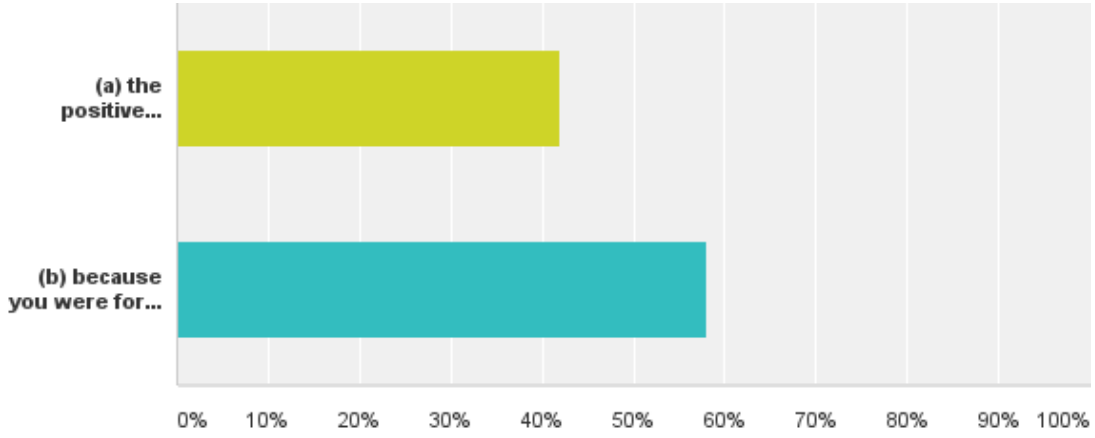
Answer Choices	Responses	
2nd level	**10.10%**	20
3rd level certificate	**11.11%**	22
3rd level Diploma	**11.62%**	23
3rd level Degree	**41.92%**	83
Masters	**24.75%**	49
PhD	**0.51%**	1
Total		**198**

Q. 5 Did you voluntarily choose and specifically pursue Temporary or Contract (i.e. Contingent) Work?



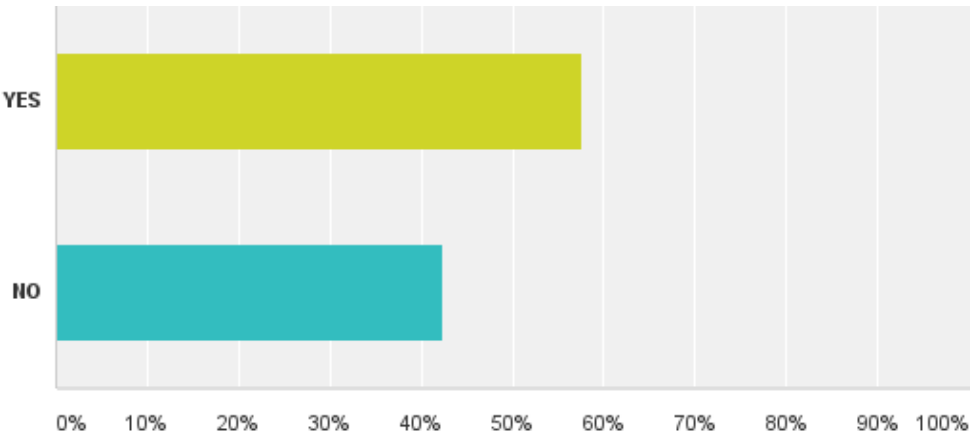
Answer Choices	Responses	
YES	**55.61%**	109
NO	**44.39%**	87
Total		**196**

Q. 6 Are you working as a contingent worker because of:



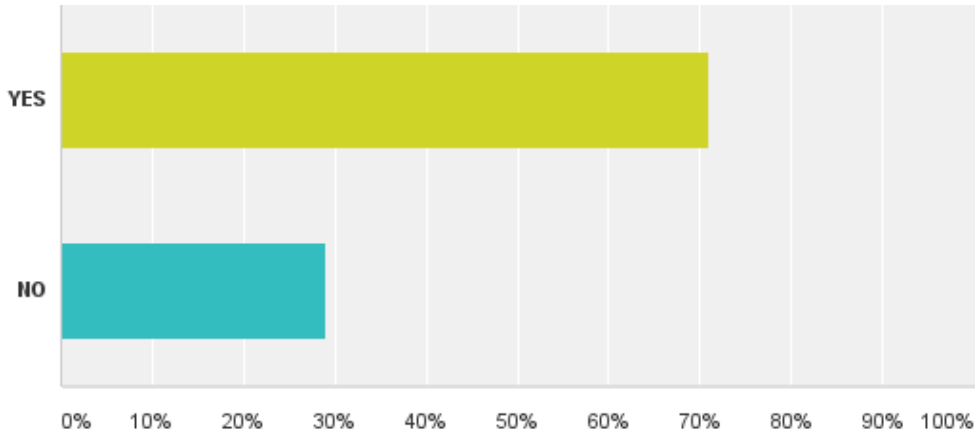
Answer Choices	Responses
(a) the positive attractions of contingent work	**42.05%** 82
(b) because you were forced to work as a Temp/Contractor due to no other employment alternatives.	**57.95%** 113
Total	**195**

Q. 7 Are you working in a role which uses your skills and experience to their fullest?



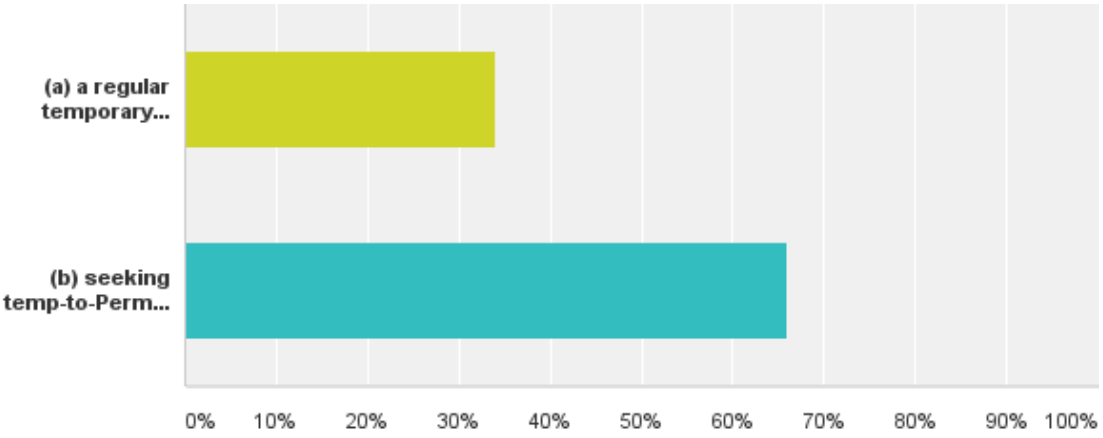
Answer Choices	Responses	
YES	**57.65%**	113
NO	**42.35%**	83
Total		**196**

Q. 8 Are you trying to find a permanent job?



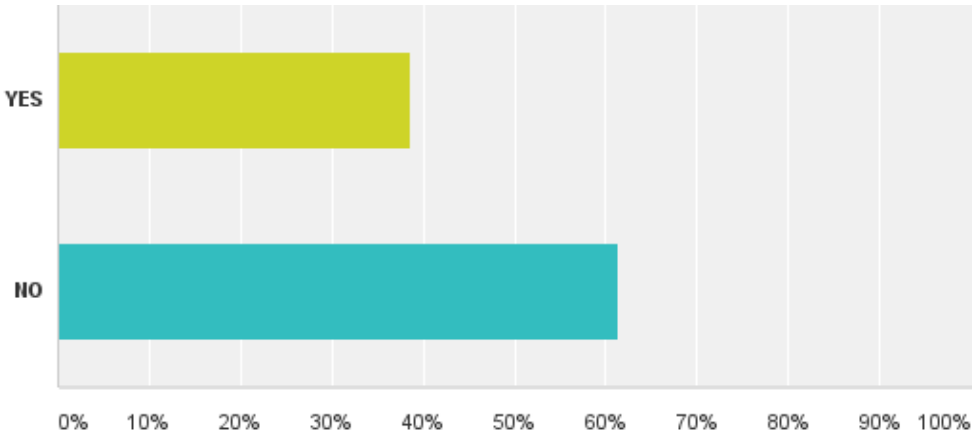
Answer Choices	Responses	
YES	**71.07%**	140
NO	**28.93%**	57
Total		**197**

Q. 9 Are you:



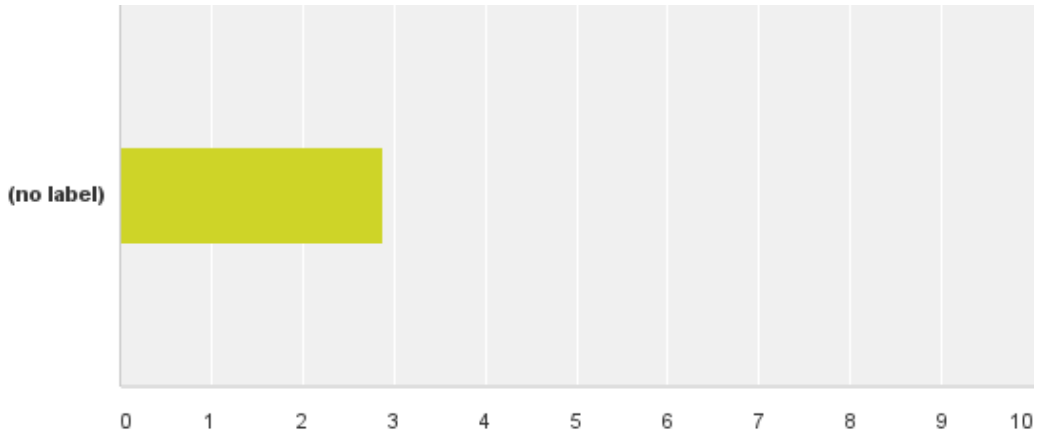
Answer Choices	Responses	
(a) a regular temporary worker	**34.03%**	65
(b) seeking temp-to-Perm (i.e. using Temp work to gain a Permanent role)	**65.97%**	126
Total		**191**

Q. 10 Is your agency working as a permanent employment agency for you?



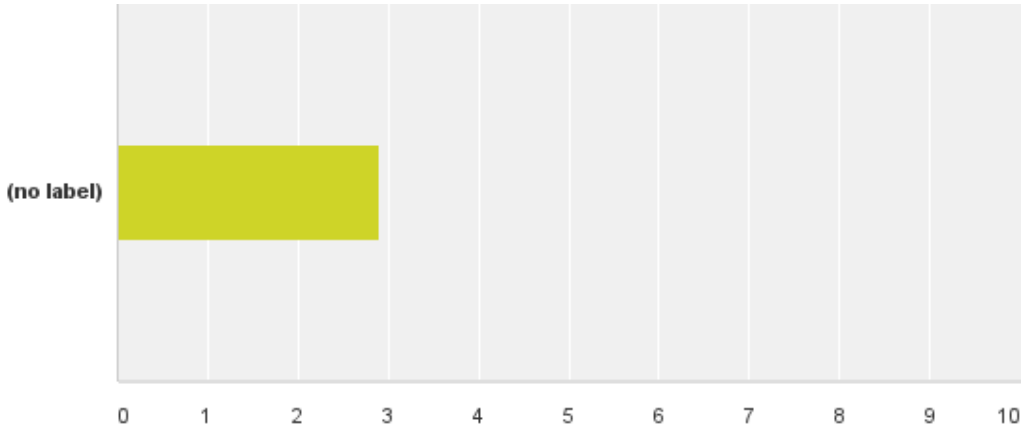
Answer Choices	Responses	
YES	**38.66%**	75
NO	**61.34%**	119
Total		**194**

Q. 11 I do not feel a strong sense of belonging to my organization -



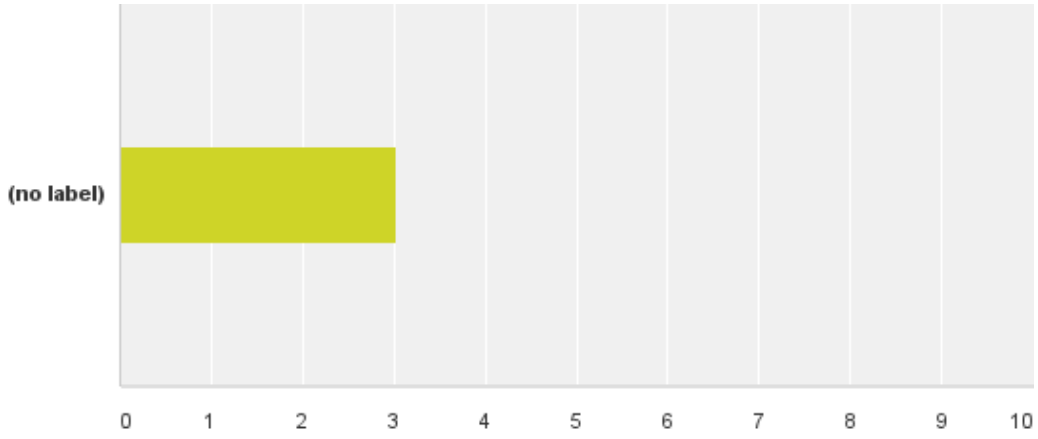
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**10.58%** 20	**34.39%** 65	**20.11%** 38	**24.87%** 47	**10.05%** 19	189	2.89

Q.12 I do not feel 'emotionally attached' to this organization . -



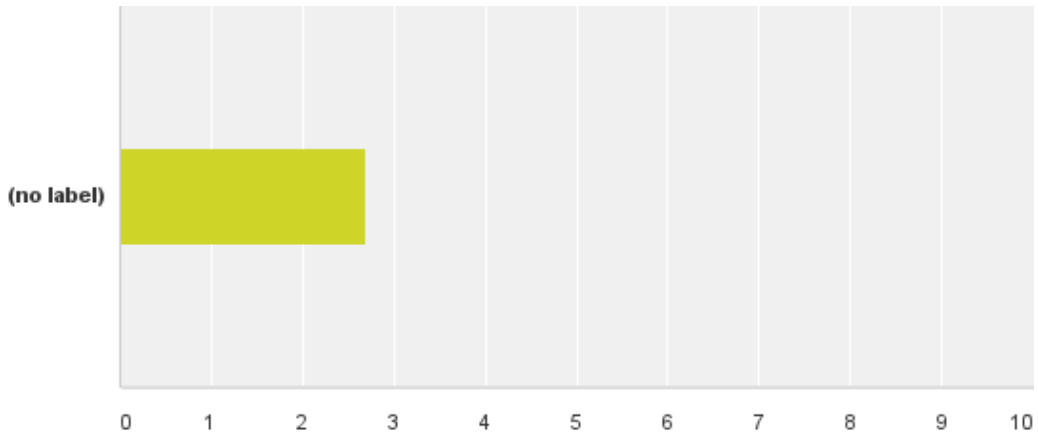
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**10.64%** 20	**31.91%** 60	**20.74%** 39	**30.32%** 57	**6.38%** 12	188	2.90

Q.13 This organization has a great deal of personal meaning for me -



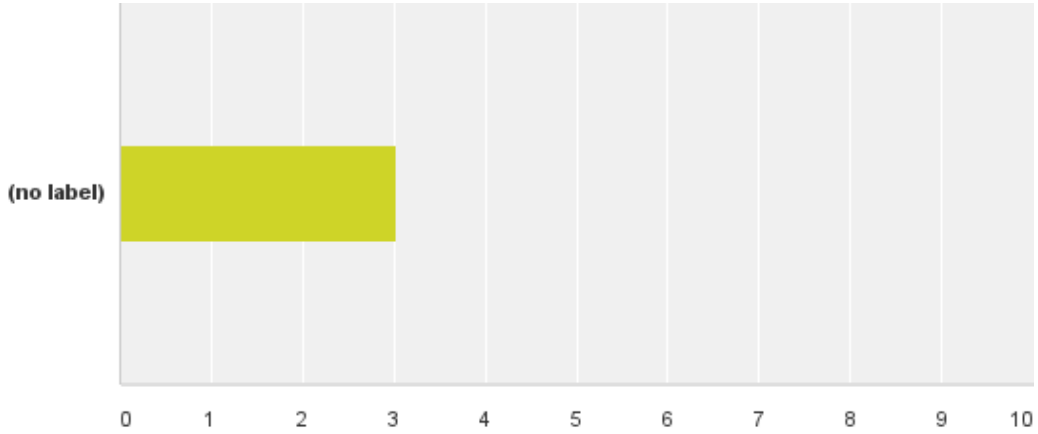
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**7.45%** 14	**23.94%** 45	**32.98%** 62	**29.26%** 55	**6.38%** 12	188	3.03

Q. 14 I do not feel 'part of the family' at this organization -



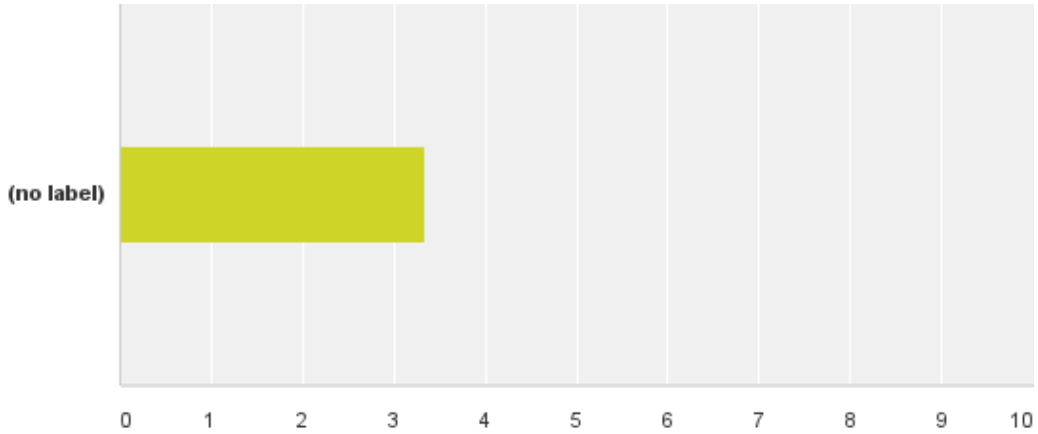
	Disagree Strongly	Disagree	Neither Agree no Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**11.64%** 22	**39.68%** 75	**21.69%** 41	**21.69%** 41	**5.29%** 10	189	2.69

Q. 15 I would be very happy to spend the rest of my career at this organization -



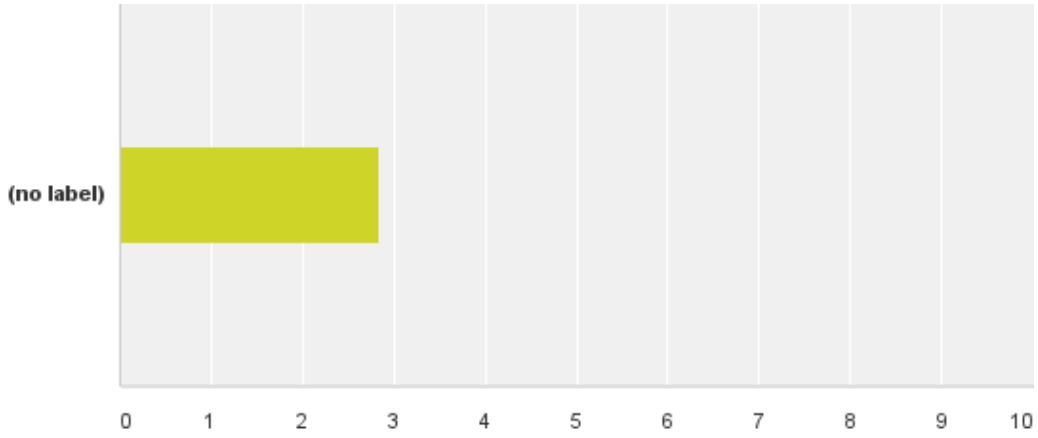
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**12.77%** 24	**18.62%** 35	**31.38%** 59	**28.72%** 54	**8.51%** 16	188	3.02

Q. 16 I enjoy discussing my organization with people outside it -



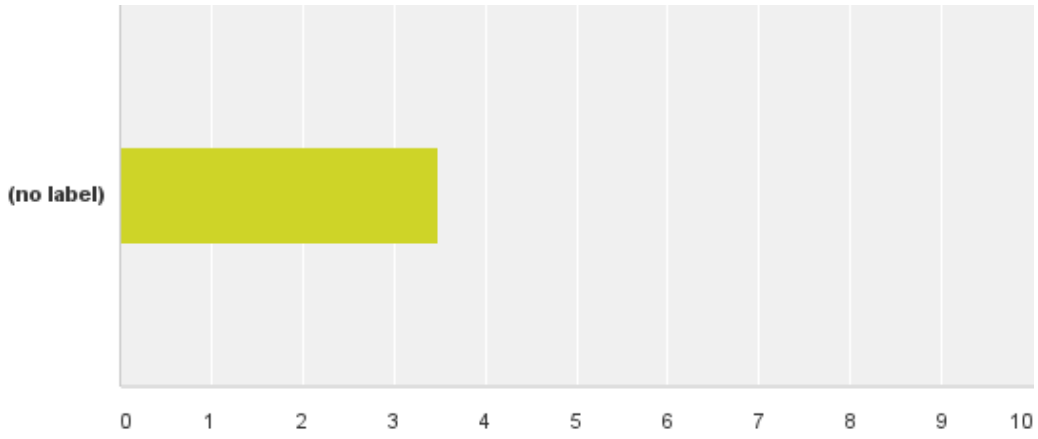
	Disagree Strongly	Diagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**5.29%** 10	**15.34%** 29	**29.10%** 55	**39.68%** 75	**10.58%** 20	189	3.35

Q. 17 I really feel as if this organizations problems are my own -



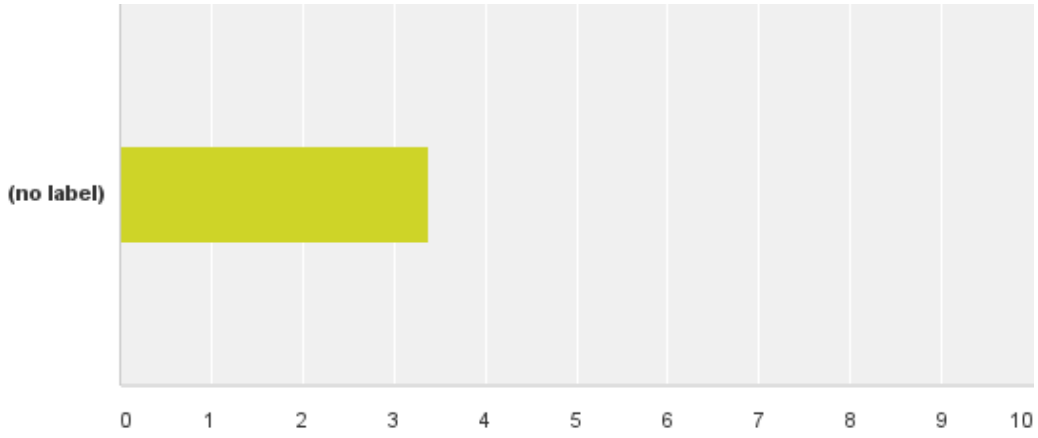
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**11.11%** 21	**26.46%** 50	**33.86%** 64	**24.87%** 47	**3.70%** 7	189	2.84

Q. 18 I think I could easily become as attached to another organization as I am to this one -



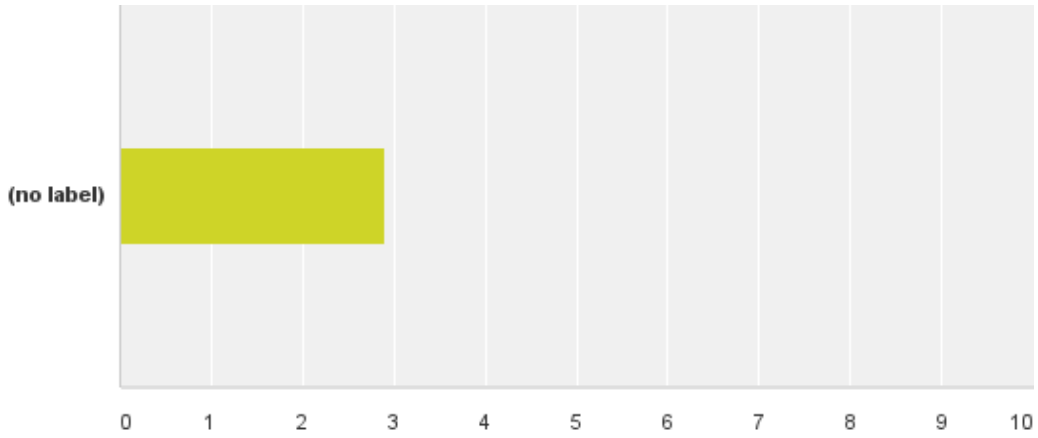
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**2.66%** 5	**8.51%** 16	**35.11%** 66	**45.74%** 86	**7.98%** 15	188	3.48

Q. 19 Right now staying with this organization is a matter of necessity as much as desire -



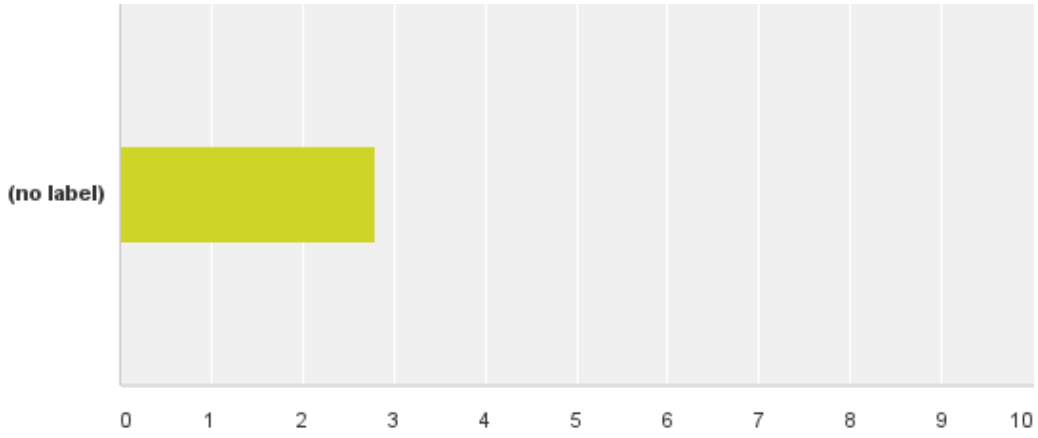
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**4.81%** 9	**17.11%** 32	**22.46%** 42	**45.45%** 85	**10.16%** 19	187	3.39

Q. 20 One of the major reasons I continue to work for this company is that leaving would require considerable personal sacrifice - another company may not match the overall benefits I have here -



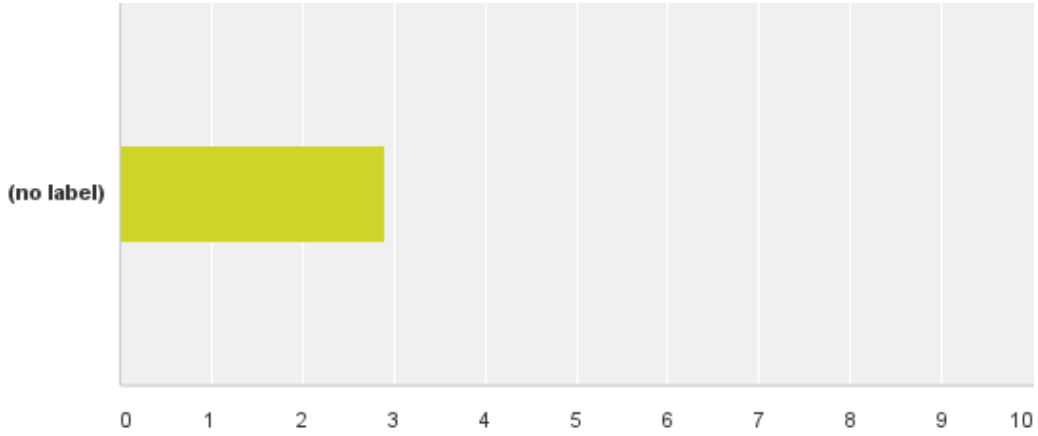
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**6.42%** 12	**31.55%** 59	**31.02%** 58	**27.27%** 51	**3.74%** 7	187	2.90

Q. 21 I feel I have too few options to consider leaving this organization. -



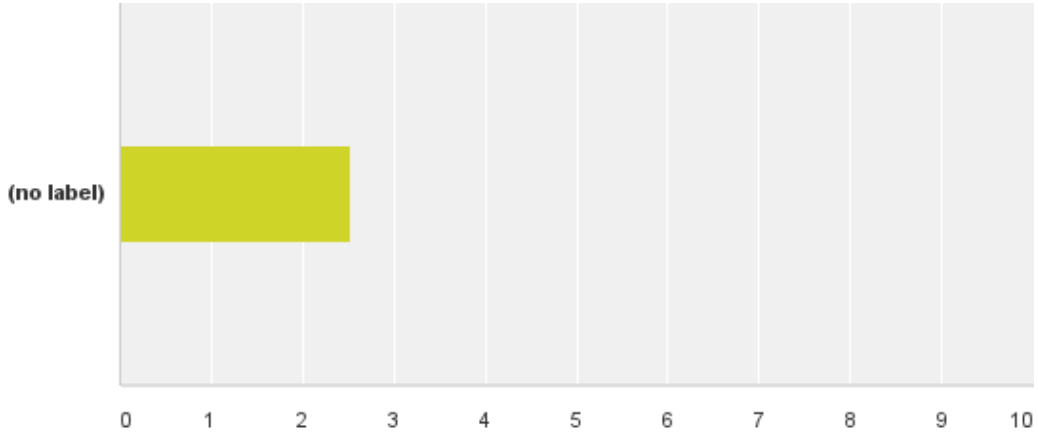
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**10.87%** 20	**32.07%** 59	**26.09%** 48	**28.80%** 53	**2.17%** 4	184	2.79

Q. 22 One of the few negative consequences of leaving this company would be the scarcity of available alternatives -



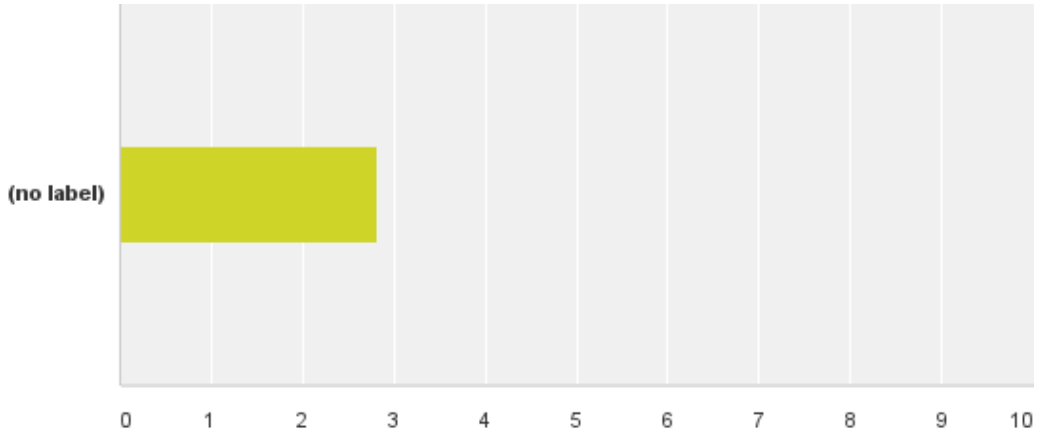
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**8.56%** 16	**31.02%** 58	**24.06%** 45	**34.22%** 64	**2.14%** 4	187	2.90

Q. 23 It would be very difficult for me to leave this company right now even if I wanted to -



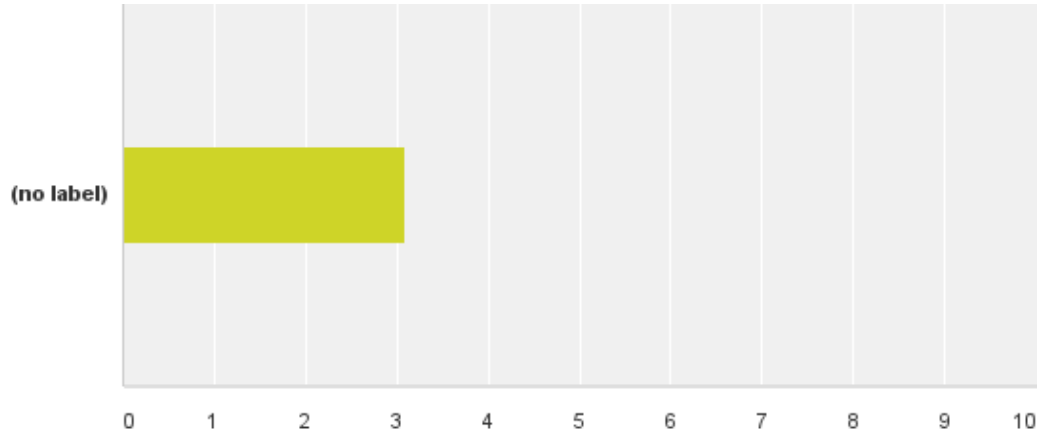
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**12.97%** 24	**45.95%** 85	**20.54%** 38	**17.30%** 32	**3.24%** 6	185	2.52

Q. 24 Too much in my life would be disrupted if I decided I wanted to leave my company right now -



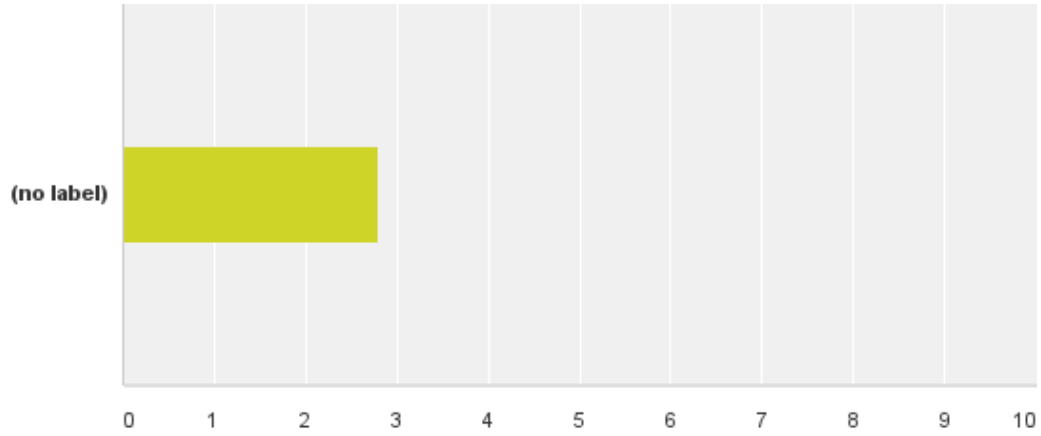
	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**11.29%** 21	**34.41%** 64	**19.35%** 36	**31.18%** 58	**3.76%** 7	186	2.82

Q. 25 It would NOT be too costly for me to leave this organization in the near future -



	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**4.28%** 8	**26.20%** 49	**30.48%** 57	**33.16%** 62	**5.88%** 11	187	3.10

Q. 26 I am NOT afraid of what might happen if I quit my job without having another one lined up -



	Disagree Strongly	Disagree	Neither Agree nor Disagree	Agree	Agree Strongly	Total	Weighted Average
(no label)	**14.97%** 28	**34.22%** 64	**15.51%** 29	**27.27%** 51	**8.02%** 15	187	2.79

Q. 27 In my present (or most recent) job this is how I feel about - Being able to keep busy all the time -

Q. 28 In my present (or most recent) job this is how I feel about - The Chance to work alone on the job -

Q. 29 In my present (or most recent) job this is how I feel about - The chance to do different things from time to time -

Q. 30 In my present (or most recent) job this is how I feel about - The chance to be somebody in the community -

Q. 31 In my present (or most recent) job this is how I feel about - The way my boss handles his/her workers -

Q. 32 In my present (or most recent) job this is how I feel about - The competence in my supervisor making decisions -

Q. 33 In my present (or most recent) job this is how I feel about - Being able to do things that don't go against my conscience -

Q.34 In my present (or most recent) job this is how I feel about - The way my job provides for steady employment -

Q. 35 In my present (or most recent) job this is how I feel about - The chance to do things for other people -

Q. 36 In my present (or most recent) job this is how I feel about - The chance to tell people what to do

Q. 37 In my present (or most recent) job this is how I feel about - The chance to do something that makes use of my abilities -

Q. 38 In my present (or most recent) job this is how I feel about - The way company policies are put into practice -

Q. 39 In my present (or most recent) job this is how I feel about - My pay and the amount of work I do -

Q.40 In my present (or most recent) job this is how I feel about - The chances for advancement on this job -

Q. 41 In my present (or most recent) job this is how I feel about - The freedom to use my own judgement -

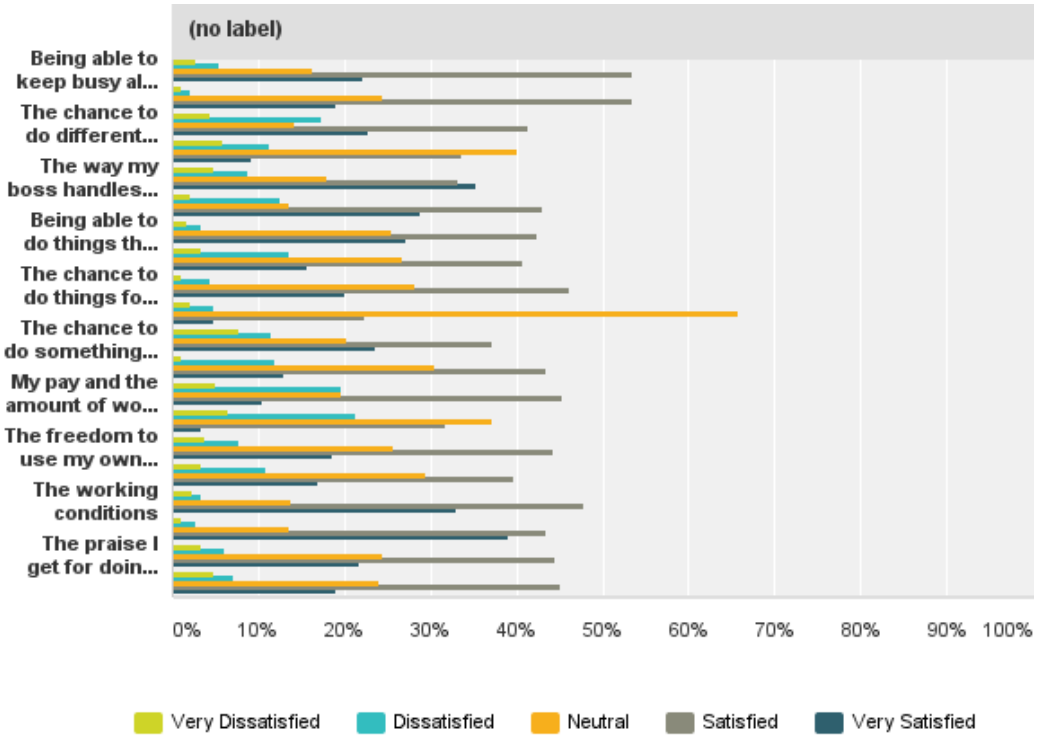
Q. 42 In my present (or most recent) job this is how I feel about - The chance to try my own methods of doing the job -

Q. 43 In my present (or most recent) job this is how I feel about - The working conditions -

Q.44 In my present (or most recent) job this is how I feel about - The way my co-workers get along with each other -

Q.45 In my present (or most recent) job this is how I feel about - The praise I get for doing a good job -

Q.46 In my present (or most recent) job this is how I feel about - The feeling of accomplishment I get from the job -



(no label)						
	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Total
Being able to keep busy all the time	**2.70%** 5	**5.41%** 10	**16.22%** 30	**53.51%** 99	**22.16%** 41	185
The Chance to work alone on the job	**1.08%** 2	**2.16%** 4	**24.32%** 45	**53.51%** 99	**18.92%** 35	185
The chance to do different things from time to time	**4.35%** 8	**17.39%** 32	**14.13%** 26	**41.30%** 76	**22.83%** 42	184
The chance to be somebody in the community	**5.95%** 11	**11.35%** 21	**40.00%** 74	**33.51%** 62	**9.19%** 17	185
The way my boss handles his/her workers	**4.89%** 9	**8.70%** 16	**17.93%** 33	**33.15%** 61	**35.33%** 65	184
The competence in my supervisor making decisions	**2.17%** 4	**12.50%** 23	**13.59%** 25	**42.93%** 79	**28.80%** 53	184
Being able to do things that don't go against my conscience	**1.63%** 3	**3.26%** 6	**25.54%** 47	**42.39%** 78	**27.17%** 50	184
The way my job provides for steady employment	**3.26%** 6	**13.59%** 25	**26.63%** 49	**40.76%** 75	**15.76%** 29	184
The chance to do things for other people	**1.09%** 2	**4.35%** 8	**28.26%** 52	**46.20%** 85	**20.11%** 37	184
The chance to tell people what to do	**2.17%** 4	**4.89%** 9	**65.76%** 121	**22.28%** 41	**4.89%** 9	184
The chance to do something that makes use of my abilities	**7.65%** 14	**11.48%** 21	**20.22%** 37	**37.16%** 68	**23.50%** 43	183
The way company policies are put into practice	**1.09%** 2	**11.96%** 22	**30.43%** 56	**43.48%** 80	**13.04%** 24	184
My pay and the amount of work I do	**4.92%** 9	**19.67%** 36	**19.67%** 36	**45.36%** 83	**10.38%** 19	183
The chances for advancement on this job	**6.56%** 12	**21.31%** 39	**37.16%** 68	**31.69%** 58	**3.28%** 6	183
The freedom to use my own judgement	**3.83%** 7	**7.65%** 14	**25.68%** 47	**44.26%** 81	**18.58%** 34	183
The chance to try my own methods of doing the job	**3.26%** 6	**10.87%** 20	**29.35%** 54	**39.67%** 73	**16.85%** 31	184
The working conditions	**2.20%** 4	**3.30%** 6	**13.74%** 25	**47.80%** 87	**32.97%** 60	182
The way my co-workers get along with each other	**1.09%** 2	**2.72%** 5	**13.59%** 25	**43.48%** 80	**39.13%** 72	184
The praise I get for doing a good job	**3.26%** 6	**5.98%** 11	**24.46%** 45	**44.57%** 82	**21.74%** 40	184
The feeling of accomplishment I get from the job	**4.89%** 9	**7.07%** 13	**23.91%** 44	**45.11%** 83	**19.02%** 35	184

APPENDIX 2

The following are the Histograms and Descriptive Statistics for Satisfaction categorized by Profession:

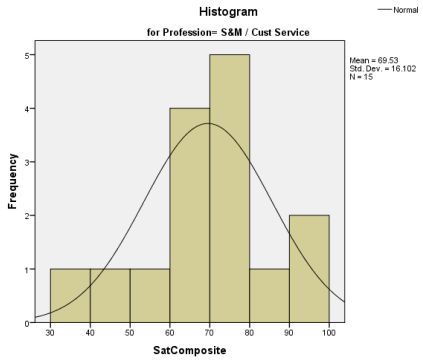


Figure 19: Satisfaction by Profession – Sales & Marketing, Customer Service

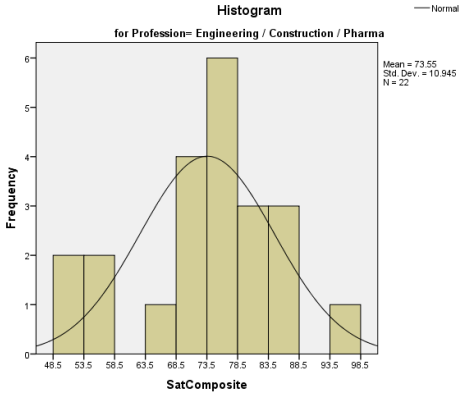


Figure 20: Satisfaction by Profession – Engineering, Construction. Pharma

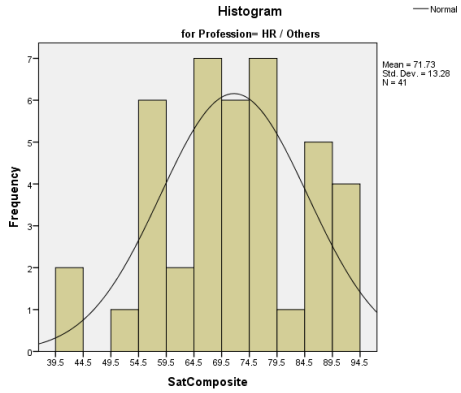


Figure 21: Satisfaction by Profession – HR, Others

Descriptives

	Profession			Statistic	Std. Error
SatComposite	Office / Administration	Mean		71.72	1.646
		95% Confidence Interval for Mean	Lower Bound	68.40	
			Upper Bound	75.03	
		5% Trimmed Mean		71.69	
		Median		72.00	
		Variance		124.563	
		Std. Deviation		11.161	
		Minimum		48	
		Maximum		95	
		Range		47	
		Interquartile Range		15	
		Skewness		-.062	.350
		Kurtosis		-.361	.688
	Accountancy / Financial	Mean		72.68	2.942
		95% Confidence Interval for Mean	Lower Bound	66.56	
			Upper Bound	78.80	
		5% Trimmed Mean		73.34	
		Median		76.00	
		Variance		190.418	
		Std. Deviation		13.799	
		Minimum		33	
		Maximum		100	
		Range		67	
		Interquartile Range		14	
		Skewness		-.957	.491
		Kurtosis		2.465	.953
	IT	Mean		78.41	1.500
		95% Confidence Interval for Mean	Lower Bound	75.34	
			Upper Bound	81.49	
		5% Trimmed Mean		78.51	
		Median		79.00	
		Variance		65.251	
		Std. Deviation		8.078	
		Minimum		60	
		Maximum		96	
		Range		36	
		Interquartile Range		11	
		Skewness		-.349	.434
		Kurtosis		.150	.845
	S&M / Cust Service	Mean		69.53	4.157
		95% Confidence Interval for Mean	Lower Bound	60.62	
			Upper Bound	78.45	
		5% Trimmed Mean		70.15	
		Median		71.00	
		Variance		259.267	
		Std. Deviation		16.102	
		Minimum		32	
		Maximum		96	
		Range		64	
		Interquartile Range		19	
		Skewness		-.603	.580
		Kurtosis		1.155	1.121

Engineering / Construction / Pharma	Mean		73.55	2.333
	95% Confidence Interval for Mean	Lower Bound	68.69	
		Upper Bound	78.40	
	5% Trimmed Mean		73.70	
	Median		75.50	
	Variance		119.784	
	Std. Deviation		10.945	
	Minimum		51	
	Maximum		94	
	Range		43	
	Interquartile Range		11	
	Skewness		-.625	.491
	Kurtosis		.114	.953
HR / Others	Mean		71.73	2.074
	95% Confidence Interval for Mean	Lower Bound	67.54	
		Upper Bound	75.92	
	5% Trimmed Mean		72.13	
	Median		73.00	
	Variance		176.351	
	Std. Deviation		13.280	
	Minimum		42	
	Maximum		94	
	Range		52	
	Interquartile Range		16	
	Skewness		-.235	.369
	Kurtosis		-.238	.724

Table 44: Satisfaction by Profession - Descriptive Statistics

The following are Histograms and Descriptive Statistics for Commitment by Profession

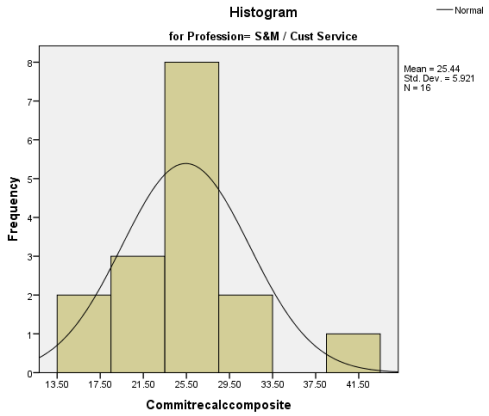


Figure 22: Commitment by Profession – Sales & Marketing, Customer Service

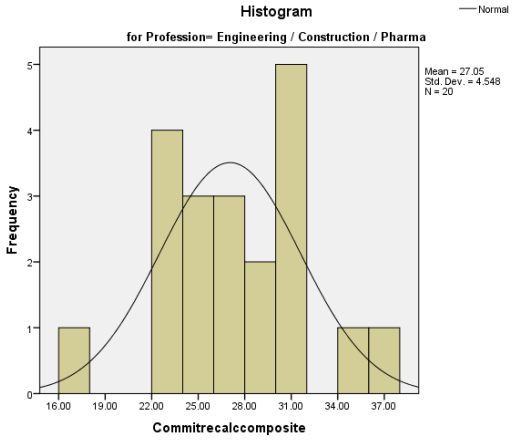


Figure 23: Commitment by Profession – Engineering, Construction, Pharma

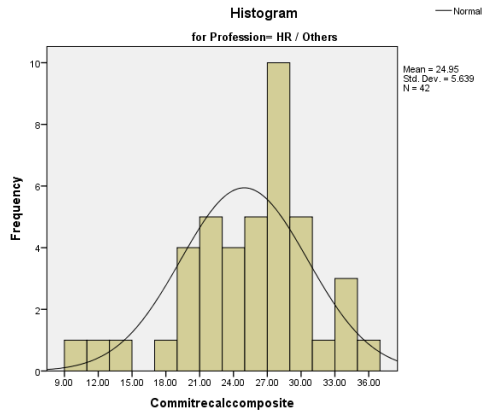


Figure 24: Commitment by Profession – HR, Others

Descriptives

Profession			Statistic	Std. Error
Office / Administration	95% Confidence Interval for Mean	Lower Bound	25.5169	
		Upper Bound	28.2870	
	5% Trimmed Mean		26.9031	
	Median		27.0000	
	Variance		24.250	
	Std. Deviation		4.92445	
	Minimum		15.00	
	Maximum		42.00	
	Range		27.00	
	Interquartile Range		6.00	
	Skewness		.088	.333
	Kurtosis		.949	.656
Accountancy / Financial	Mean		26.0000	1.38170
	95% Confidence Interval for Mean	Lower Bound	23.1266	
		Upper Bound	28.8734	
	5% Trimmed Mean		26.1414	
	Median		26.0000	
	Variance		42.000	
	Std. Deviation		6.48074	
	Minimum		11.00	
	Maximum		38.00	
	Range		27.00	
	Interquartile Range		7.75	
	Skewness		-.100	.491
	Kurtosis		.362	.953
IT	Mean		27.3448	.87279
	95% Confidence Interval for Mean	Lower Bound	25.5570	
		Upper Bound	29.1327	
	5% Trimmed Mean		27.3103	
	Median		27.0000	
	Variance		22.091	
	Std. Deviation		4.70012	
	Minimum		19.00	
	Maximum		36.00	
	Range		17.00	
	Interquartile Range		6.50	
	Skewness		.031	.434
	Kurtosis		-.525	.845
S&M / Cust Service	Mean		25.4375	1.48034
	95% Confidence Interval for Mean	Lower Bound	22.2822	
		Upper Bound	28.5928	
	5% Trimmed Mean		25.1528	
	Median		26.0000	
	Variance		35.063	
	Std. Deviation		5.92136	
	Minimum		16.00	
	Maximum		40.00	
	Range		24.00	
	Interquartile Range		7.25	
	Skewness		.687	.564
	Kurtosis		1.332	1.091

Engineering / Construction / Pharma	Mean		27.0500	1.01690
	95% Confidence Interval for Mean	Lower Bound	24.9216	
		Upper Bound	29.1784	
	5% Trimmed Mean		27.1111	
	Median		27.0000	
	Variance		20.682	
	Std. Deviation		4.54770	
	Minimum		17.00	
	Maximum		36.00	
	Range		19.00	
	Interquartile Range		7.50	
	Skewness		-.073	.512
	Kurtosis		.089	.992
HR / Others	Mean		24.9524	.87017
	95% Confidence Interval for Mean	Lower Bound	23.1950	
		Upper Bound	26.7097	
	5% Trimmed Mean		25.1958	
	Median		26.0000	
	Variance		31.803	
	Std. Deviation		5.63938	
	Minimum		10.00	
	Maximum		35.00	
	Range		25.00	
	Interquartile Range		7.25	
	Skewness		-.710	.365
	Kurtosis		.586	.717

Table 45: Commitment by Profession - Descriptive Statistics