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Research Article

The Mediation Impact of Contingent Workforce in the Connection between Organizational Commitment and Job Satisfaction

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ABSTRACT

Most recently there has been wonderful development in the market for a temporary, or contingent, labor power in the United States. The total labor market during 10 years amid somewhere in the range of 1986 and 1996 developed by 1.7 percent, in a similar period, work in contingent services became 10.3 percent. Among the technical, professional, and managerial category of contingent workforce, there is a rapid growth of payroll noticed. Contingence workforce continues to thrive in Asian countries too. India is no exceptional from this viewpoint hence this has made the purpose of the present research paper to contribute the brief and clear insights towards contingent workforce, organizational commitment, and job satisfaction. The present paper is an empirical evidence for the mediation effect of contingent workforce in the relationship between organizational commitment and job satisfaction. This is a survey-based research work carried out to explore the subject of temporary workforce in Indian context. A sample of 284 respondents were participated in the survey and the typical finding from the present study is contingent workforce fully mediates the relationship between organizational commitment and job satisfaction. Partial Least Square based Structural Equation Modelling was used to test the proposed hypotheses.

Keywords: Contingent workforce, Job satisfaction, Mediation, Organizational commitment, PLS SEM

Introduction

The development of contingent workforce has been on both the demand just as the supply side of the submarket. On the demand side, numerous researchers point to a more prominent requirement for corporate adaptability (Handy, 1989; Harrison and Kelly, 1993; Abraham and Taylor, 1996; Hill and Matusik, 1998).

Combination of globalization and rivalry among adversary enterprises encouraged by mechanical advances in correspondence is the driving force for requesting the adaptability that will involve reserve funds in the expenses of creation. By expansion, to accomplish adaptability firms have contracted and use the administrations of experts in the unexpected

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work advertise. Many fight these experts have progressed information and abilities that are either outlandish or incredibly expensive for firms to copy and safeguard over the long haul (Christensen, 1991; Hill and Matusik, 1998).

The adaptability and information contentions, while having a sound intelligent and conceivable establishment alone don't adequately clarify why the unforeseen work advertise for experts has developed so drastically in the previous couple of decades. They give just a half-way clarification. Supply issues are similarly significant and must be examined. Nonetheless, numerous investigations on the supply side have restricted their investigation to the individual worker. For instance, Kunda, Barley, and Evans (2002) clarify why individual contractual workers are pulled in to the unforeseen work showcase. In this paper, supply-side qualities are watched and examined in conglomeration inside the hierarchical capacity of staffing firms. In contrast to the customary framework, these organizations are shaped to confirm to and follow explicit inspirations and work propensities for PCW to accomplish autonomy for its individuals from the customary work course of action. Here, the connection between the staffing firm and the expert is associated and durable. Yet, the expert does not work for the staffing firm. Despite what might be expected, it is the staffing firm that works for the proficient. The essential capacity of the staffing firm is to find extends and appoint experts in gatherings to those activities. Consequently, PCW bolsters the staffing firm in total and in the long run. This paper battles that the result of such work game plans has been the improvement of significant worth creation capability of PCW for customer firms. All things considered, PCW from staffing firms are contracted to supplement the current inward work power in the customer firm. In this way the choice to re-appropriate experts is driven primarily by the extraordinary gathering work characteristics of PCW framed inside staffing firms. The determination is that getting a PCW staffing firm is a determined, key choice that significantly improves the upper hand of the customer firm.

Audrey Freedman previously presented the idea of "unforeseen" business courses of action

in 1985. In this manner, different ideas, for example, "transitory specialists," "non-standard" and "option" business, all of which associate with possibility, have likewise been presented. By and large, possibility in the work market passes on a "restrictive and brief work relationship ..." related generally with low maintenance employments and occupation insecurity (Carnoy et al., 1997).

Researchers concur there has been a quick rate of development in unforeseen work in the U.S. within the previous two decades. As per Cappelli, since 1984, 20 percent of new employments made in the work power have been in the impermanent activity showcase (Cappelli et al., 1997). The General Accounting Office revealed all out transitory work at 4.4 million, or about 3.4 percent of complete business (GAO, 2000).

While these and different assessments are adequate to archive the general development in the unforeseen work advertise, their dimension of speculation and significance must be deciphered with a wealth of alert. This issue originates from contrasts in the dimensions of collection in characterizing unforeseen work. The Bureau of Labor Statistics, with the most generally comprehensive definition, appraises that 13.3 percent of specialists are utilized in an unexpected plan. This gauge incorporates specialists who "don't expect their work to last," are "independently employed or self-employed entities" who are "fused or unincorporated," and "hope to work for clients to whom they were doled out for one year or less" (Cohany et al., 1998).

Staffing firms are private organizations that utilize, procedure, and supply transitory laborers to customer firms. Like some other undertaking, these organizations additionally exploit the business openings made in a period of adaptability. They are included "in the exchange of adaptable laborers" (Peck and Theodore, 2001). The number of impermanent assistance organizations has multiplied twice somewhere in the range of 1982 and 1997. Customarily, these offices give the accompanying administrations: coordinate specialists with businesses, give transitory laborers, and supply long haul contract administration specialists to customer firms.

The previous Standard Industrial Classification (SIC) framework assigned the SIC 736 class to speak to workforce supply administrations. The four-digit North American Industry Classification System (NAICS) 7363 classification presently speaks to "help supply benefits." This class includes a mix of brief assistance administrations and business organizations, including representative renting administrations and staffing firms.

The achievement of these organizations as dealers of impermanent work administrations can be credited to their capacity to proficiently dispense specialists and give common economies to all parties included. Customer firms appreciate the advantages of non-legally binding work pools, screening and subjective affirmation, quantitative distribution, and supply unwavering quality. Contingent laborers, then again, advantage from time and area adaptability, pursuit of employment support, minimal effort preparing and personal development, work decision, and relative security.

The main thrusts behind the multiplication of the temp market and staffing firms have been considered in detail. It is commonly concurred in the writing, that changes on both the demand and the supply sides of the market have incited this development. In clarifying why customer firms utilize transitory specialists and contract them through supply firms. Segal and Sullivan (1995) present a superb investigation. On the demand side, they refer to the scale economies from which customer association's advantage by utilizing supply firms. These incorporate "lower time-based compensation rates and advantage levels, expanded adaptability and lower alteration costs, support for double inside business sectors, chance to review specialists, and economies of scale and laborers specialization" (Segal and Sullivan, 1995).

They likewise clarify why specialists pick brief assistance supply firms as their essential quest for new employment media. Segal and Sullivan (1995) portray "adaptability, repaying wage differentials, support amid an all-encompassing quest for new employment and opportunity for preparing and experience" as

significant inspirations. Numerous investigations keep up that transitory laborers either wilfully be in the temp advertise, or on the other hand, they are constrained into it. For the most part, if specialists change to nonstandard occupations looking for a work advantage, they are viewed as temps by decision (Cohany, 1996). It is basic to understand that in numerous conditions, especially on account of PCW, this arrangement needs lucidity. Imagine a scenario where a laborer switches. To a transitory activity to help salary? Except if we point to people with focused pay, a craving to lift profit can come about because of catching an open door just as extending income potential.

Basic changes in the work of PCW market are probably going to be the primary power behind the development of elective work game plans and the expansion of PCW supply organizations. An expert temporary worker with a work game plan at the dimension of an individual has gone to the acknowledgment of an eye-opening issue. While liberated from the errands of customary work, they are feeling the loss of the monetary economies of gathering fill in just as the social advantages of working with companions. The answer for this issue is diverting experts to rearrange bunch work with the assistance of staffing firms.

Literature Review

The literature of organizational behavior consistently studies more parables that shows the character and how the employees behave in the surroundings of their work which is more typical where they can have no fear of losing their job and helps them not to opt any other opportunity in the course of employment. As per the study conducted, a substantial progression of analytical models of organizational commitment has been found to influence the executives of personnel departments in many corporates.

The transformation of new career profiles in western countries (Simó, Enache, Fernández & Sallán, 2010; Enache, Simó, Sallán & Fernández, 2011), the growth of huge unforeseen workforce (Martin & Sinclair, 2007), well balanced with inadequacy, In comparative terms, the research found these inherent social

changes in organizational commitment and job satisfaction, motivates us to the interpretation of the need to vocationally reassess the research done by these models, to be able to interpret if such theories are adequately strong enough or not and concluding to authorize their applicability.

In the scientific literature about organizational work, two of the persisting variables are found as organizational commitment and job satisfaction. Generally, these two have been related with likes and dislikes of internal stakeholders of an organization. For years, analytical models have been emerging (e.g. Meyer, Stanley, Herscovitch & Topolnysky (2002), as they were experimentally proved. Let's consider their different approaches later but the main point was their joint treatment which is found in detailed analysis of antecedents (i.e. pay satisfaction), the effect (i.e. organizational citizenship behavior), and the correlations (i.e. job satisfaction) (e.g. Meyer et al., 2002).

The concerted model, compromise and satisfaction, has been basically considered as interrelated and, even long time study conducted to find the effect of one on other but no enough results or evidences found regarding this. Curri- van (1999) initiated aggressive research that suggested four possible causal models (satisfaction comes before commitment, commitment comes before satisfaction, satisfaction and commitment have a reciprocal relationship, and satisfaction and commitment have no significant relationship), and he assumed that job satisfaction is the only cause for organizational commitment but could not prove it significantly. The next step is to work together to find the association in cross-sectional models, in other words, as per the Affective Attach- ments Theory (Lowler, 1992), both are interre- lated since the prompt positive reactions like satisfaction cause long term correlative behav- iors such as organizational commitment. Exam- ples of this influence are found in many investi- gations (e.g. Bluedorn, 1982; Iverson, 1992; Lincoln & Kalleberg, 1985, 1990; Mowday, Por- ter & Steers, 1982; Mueller, Boyer, Price & Iver- son, 1994; Wallace, 1995; Williams & Hazer, 1986).

When comes to the two constructs, inde- pendently, in recent years, there is a little

change in job satisfaction and its definition and sales of measurement are extensively consoli- dated. We define job satisfaction as degree of positive reactions of employees in the course of employment (Kalleberg, 1977; Locke, 1976; Smith, Kendall & Hulin, 1969). Regarding the scales of measurement, in the most recent work (e.g. Dello Russo, Vecchione & Borgogni, 2013), the reduced-item versions of the scale of Weiss, Dawis, England, and Lofquist (1967) (four items) are the most common. In relation to the backdrop, we can focus the positive relation- ship with support of associates, superiors (su- pervisor support) or with pay satisfaction, and negative relationships with ambiguous promo- tion expectations (role ambiguity) and exces- sive workload, among other things (Curri- van, 1999). With regard to behavioral results, it is common to find a positive relationship with most of the behaviors that organizations desire (e.g. the intention to continue in the organiza- tion, organizational citizenship behavior, per- formance) (Meyer et al., 2002).

On the other hand, with regard to organiza- tional commitment, its approach, its scale of measurement and its theoretical basis have all changed over the past fifty years. Although there is no complete acceptance about its defi- nition and measurement (e.g. De Frutos, Ruiz & San Martin, 1998; Bergman, 2006; Ko, Price & Mueller, 1997; Solinger, Van Olffen & Roe, 2008; Vandenberg & Self, 1993), the effective model is still the Allen and Meyer's model (Al- len & Meyer, 1990; Meyer & Allen, 1984, 1991). Right from beginning, commitment is an atti- tude (Mowday & Steers, 1979; Porter, Steers, Mowday & Boulian, 1974) and that calculative commitment (Hrebini & Alutto, 1972; Ritzer & Trice, 1969) may be defined as per the concept of Becker's sidebet (1960), we now find a mul- tidimensional model of construct. That is, Meyer and Allen (1984, 1991) and Allen and Meyer (1990) developed their three compo- nent model to integrate the existing one-di- mensional conceptualizations. Earlier, Becker contended that commitment comes the experi- ences they face when they got deployed. Next, Mowday et al. (1982) define commitment as an emotional connection to the organization, and thirdly Wiener (1982) defines commitment as a moral responsibility toward the policies.

Currently, the definition that places construct as a mindset which can take different forms and becomes a force that binds an individual to a particular direction or approach in relation to one or more aims (Meyer & Herscovitch, 2001) and which we can conceptually vary from motivation (Meyer, Becker & Vanderberghe, 2004) continues to be accepted widely. From a multidimensionality point of view, it is divided into three basic dimensions: affective commitment (AC) as the desire to belong to the organization (they want / they desire to do so); the continuance commitment (CC) which is based on the belief that leaving the organization would be costly (they need it) and the normative commitment (NC) as the feeling of obligation towards the organization (they must/are required) (Allen & Meyer, 1990). The main difference among them consists in the fact that the three of them represent different mindsets that characterize each dimension (Meyer et al., 2004).

$$OC = AC + CC + NC$$

Further studies revealed that the model was complex (McGee & Ford, 1987; Meyer et al., 2002), which led to a change of the scale which includes two sub-dimensions in the continuance commitment dimension (Powell & Meyer, 2004): feeling of a lack of alternative employment opportunities (CCLowAlt), and the high perceived sacrifice together with leaving the organization (CCHiSac).

$$OC = AC + CCHiSac + CCLowAlt + NC$$

As for the antecedents and the results, there are huge studies (e.g. Meyer et al., 2002) that have been broadly certifying the relationships. Based on the backdrop with more booming results in terms of significance, we can highlight the following: personal characteristics, work experiences, alternatives, investments, organizational investments, and socialization experiences. When comes to results, turnover intention and turnover, intention to stay, attendance, organizational citizenship behavior, performance, employee health, and wellbeing

(Meyer et al., 2002). All the models are determining the constructs assuming that an individual is employed only in one organization. But in case of an employee or employees who are employed in more than one organization, which are called a contingent workforce or human resource, these models might work differently. Hence it is decided test the mediation role of contingent workforce in the relationship between organizational commitment and job satisfaction.

Research Methodology

After the rigorous review of available literature on these constructs organizational commitment, job satisfaction, and contingent workforce, it was found that there were not as much of studies conducted on mediation role of contingent workforce in the relationship between organizational commitment and job satisfaction and therefore we used an exploratory and descriptive research design methods as research designs further continued conducting research.

Objectives and Proposed Hypotheses

The set objectives of the study are such as studying the mediation role of contingent workforce in the relationship between organizational commitment and job satisfaction, whether there exist a full mediation or partial mediation in the relation is likely to study, to examine organizational commitment influenced by contingent workforce would significantly increase employee job satisfaction.

- H1:** Contingent workforce mediates the relationship between organizational commitment and job satisfaction
- H2:** Organizational commitment shows a significant impact on employee job satisfaction
- H3:** There is a significant impact of organizational commitment on contingent workforce performance
- H4:** Employee job satisfaction in an organization is significantly influenced by contingent workforce involvement.

Methodology

The study was carried out using the responses given by the selected sample employees who are working as a contingent workforce in private organizations. All these respondents were found through mail addresses using correspondence mails. A structured questionnaire as a survey instrument was developed through literature review based items, constructs, and factors representing the study variables organizational commitment, contingent workforce, and job satisfaction. Sample constructs are affective commitment, continuance commitment, and normative commitment as measurements of organizational commitment. Work experiences, attendance organizational citizenship behavior, performance, health, and well-being are measurements of job satisfaction and autonomy, routinization, social support (peer support and supervisor support), job stress (role ambiguity, role conflict, and workload),

and pay were the measurement constructs of contingent workforce.

The attitude of respondents' reflecting to items of each construct was measured using the attitude measurement scale proposed by Likert 5.0 rating scale. Attitude measurement was represented on rating scale of Strongly Disagree-1, Disagree-2, neither agree nor disagree-3, Agree-4, and Strongly Agree-5. A sample of 853 mails was sent and in turn, a total of 514 mails were received and out of these 514 mails, 480 responses were found completely filled in questionnaire. Only 284 of 480 responses were considered for data analysis based on the criterion of employees who are working as full-time employee currently but earlier had an experience of contingent worker or employee. Further study results were obtained using multivariate data analysis techniques and advanced data analysis version of structural equation modeling was used to test the proposed hypotheses.

Conceptual Model

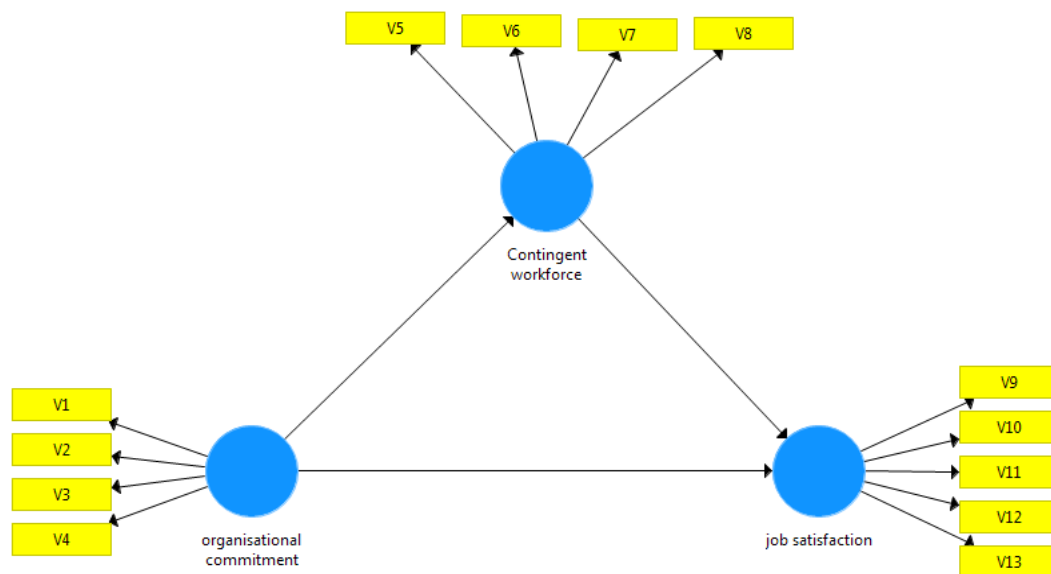


Figure 1. Analysis and Results

Analysis and Results

To test the proposed assumption model (Figure 1), Partial Least Squares Structural Equation Modelling method (PLS-SEM) was aided by utilizing SmartPLS – 3.1 (Ringle et al., 2014). PLS-SEM has been generally used in

marketing and Human resource study researches (for example Chang et al., 2016; Toe et al., 2015). Partial least squares based estimation strategy has a few favorable circumstances over different methods like Covariance based SEM. To begin with, PLS-SEM can deal with

non-ordinary information and can give parameter estimation without estimation inclination. Second, this technique can deal with complex connections among the factors. A build can likewise have fewer than three things (Hair et al., 2011, 2013). Hair et al. (2016) suggest bootstrap testing technique with 5,000 examples to create t-qualities to test the importance of speculations.

Initially, an exploratory factor analysis (EFA) was performed to affirm the factor structure. Questionnaire items that had poor loadings, as well as cross-loadings, were expelled from further investigation. Descriptive statistics was likewise performed to recognize mean, standard deviation, and bivariate relationship (Correlations) of the items. Table I demonstrates the clear Descriptive statistics.

Table 1. Mean, standard deviation, and bivariate correlations

Constructs	Mean	S.D	1	2
Organizational Commitment	3.43	0.23	1	
Contingent Workforce	4.10	0.98	0.67	1
Job Satisfaction	3.56	0.87	0.78	0.87

Notes: n =284. **p < 0.01, construct correlations were significant at 0.01 level

Furthermore, a common method bias (CMB) test was performed to limit the risk of CMB in our example. Harman's single factor test utilizing EFA without turn was completed in SPSS 21. The test outcome affirmed that the main factor did not represent in excess of 50 percent of the change. In light of this measurable test, the present investigation is free from CMB (Podsakoff et al., 2003).

Pursued by EFA and CMB, estimation model was evaluated utilizing SmartPLS-3.1. Estimation model validity was surveyed utilizing convergent and Discriminant validity. Convergent validity was accomplished as factor loadings of the considerable number of things were more

prominent than 0.7 and were profoundly critical at 0.01 dimension; Cronbach's α estimations of the considerable number of builds were more noteworthy than the limit dimension of 0.7; Average Variance Extracted (AVE) values were higher than 0.5 (Henseler et al., 2009); and composite reliability (CR) values were additionally higher than 0.7 (Hair et al., 2009). Discriminant validity was accomplished as square root of AVE was more noteworthy than the between inter-constructs correlations (Henseler et al., 2009; Fornell & Larcker, 1981). Table II shows estimation model legitimacy by giving element loadings, t-qualities, and Cronbach's α , AVE, and CR esteem. Table III shows Discriminant validity results.

Table 2. Measurement model estimations

Constructs	Items	Loadings	t-value	Cronbach's α	AVE	CR
Organizational Commitment	OC1	0.83	35.2	0.74	0.84	0.91
	OC2	0.78	47.03	0.65		
	OC3	0.77	98.21	0.81		
	OC4	0.72	112.89	0.78		
Contingent Workforce	CW1	0.92	56.9	0.70	0.76	0.96
	CW2	0.93	43.8	0.69		
	CW3	0.78	67.9	0.79		
	CW4	0.88	90.2	0.81		
Job Satisfaction	JS1	0.81	100.1	0.86	0.78	0.87
	JS2	0.76	76.8	0.75		
	JS3	0.74	56.2	0.72		
	JS4	0.83	76.2	0.77		
	JS5	0.92	43.	0.65		

Table 3. Discriminant validity

	Organizational Commitment	Contingent Workforce	Job Satisfaction
Organizational Commitment	0.85		
Contingent Workforce	0.76	0.88	
Job Satisfaction	0.82	0.72	0.89

Results of mediation analysis showed that organizational commitment and job satisfaction relationship is mediated by contingent workforce (t=3.50) and the hypothesis **H1: Contingent workforce mediates the relationship between organizational commitment and job satisfaction** is accepted (P=0.00). Further, the individual paths like Organizational commitment and job satisfaction relationship has also shown that job satisfactions is influenced by organizational commitment since **H2: Organizational commitment shows a significant impact on employee job satisfaction** is accepted (t=5.71;

p=0.00). Contingent workforce and organizational commitment has shown a significant relationship among themselves since **H3: There is a significant impact of organizational commitment on contingent workforce performance** is accepted (t=11.70; p=0.00). Finally, the relationship between employee job satisfaction and contingent workforce was found significant due to **H4: Employee job satisfaction in an organization is significantly influenced by contingent workforce involvement** is accepted (t=3.47; p=0.00).

Table 4. Mediation results

Sl. No	Hypotheses	Indirect Effect	t-value	Sig.	Alternative Hypothesis
1	Contingent workforce → Job Satisfaction	0.27	3.47	0.00	Supported
2	Organizational Commitment → Contingent Workforce	0.08	11.70	0.00	Supported
3	Organizational Commitment → Job Satisfaction	0.14	5.71	0.00	Supported
4	Organizational Commitment → Contingent Workforce → Job Satisfaction	0.88	3.18	0.00	Supported

Discussions and Recommendations

The present study tried to test the direct and indirect effects of organizational commitment, job satisfaction, and contingent workforce in support to the proposed hypotheses that are Contingent workforce mediates the relationship between organizational commitment and job satisfaction, organizational commitment shows a significant impact on employee job satisfaction, there is a significant impact of organizational commitment on contingent workforce performance and job satisfaction in an organization is significantly influenced by contingent workforce involvement.

The results achieved in the analysis part confirmed that organizational commitment in terms of affective commitment, continuance commitment, and normative commitment has shown a significant impact on both contingent workforce and job satisfaction. This result supports the earlier research finding that job satisfaction of an employee can be seen as a result of effective organizational commitment as employee who is affective committed is willing to work for organizational integrity. Further to continue, an employee with continuance commitment would also make his or her job more satisfied and therefore the work productivity is

increased identical. To continue the discussion, the normative commitment could also influence employee job satisfaction better.

The results towards the support of proposed hypothesis are typically confirmed that contingent workforce mediates the relationship of organizational commitment and job satisfaction which means when employees are hired or recruited as contractual or not on payroll even not a fully employed, they do not get any lesser amount of job satisfaction it is due to their liberty or free from organizational rules and regulation in administrative process. The present study finds that employees' job satisfaction and organizational commitment is fully mediated by contingent workforce thus it was found that a subsequent support to earlier research findings. This conveys the recommendation of organizational commitment could not result the employee job satisfaction if contingent workforce is not involved therefore the present organizations are determined to adopt this workforce strategy as more productive and result-oriented in terms of economic worthy of human resource management, controlling of employee absenteeism, full-time employee facilities, health and welfare measurement, etc.

Limitations and Future Research

This research work has a few limitations. To start with, the relationship between the constructs organizational commitment, contingent workforce, and job satisfaction were tested utilizing a cross-sectional research structure. To improve the generalizability of the results, longitudinal research ought to be utilized by future researchers to test the proposed model of this investigation. Future researchers may duplicate the study utilizing more extensive and cross-sectional portions for upgraded unwavering quality and legitimacy. Besides, this study was concentrated on only industry (mobile manufacturing). Along these lines, care ought to be taken when summing up the research findings of this study to different industry and its underlying companies. Third, this investigation model was tried uniquely in one nation (India) and future analysts may look at the model in other nation settings or think about various societies. Future research can think

about moderating impact of age, and gender to bring new experiences. Different factors, like selection criteria and job descriptions of contingent workforce, can be studied in future researches.

Conclusion

With the greater emerge of contingent workforce or contractual workforce; the 360 degree development of the organizations has been impeccably guaranteed for success. This is the current belief of the organizations but at the same time research has found that contingent workmen are playing a dual role to the staffing firm and to the client firm which can create a sound amount of stress and less organizational commitment to both the firms and in turn it leads the less job satisfaction. The present research paper tried to its' level best to solve this issue and recommended a valid recommendations through the hypothesized results such as organizational commitment and job satisfaction relationship is mediated by contingent workforce thus organizations may focus on management strategies towards the temporary workforce. Study also found that when organizations are emerging with contingent workmen or employees, they should not ignore the affective, continuance, and normative commitments of employees that leads higher job satisfaction through Work experiences, attendance organizational citizenship behavior, performance, health, and well-being of the employees.

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