

THE CONTINGENT WORKFORCE AND IT'S IMPACT ON ORGANIZATIONAL PERFORMANCE: EVIDENCE OF MANUFACTURING INDUSTRY

Taegar, Martha Ejakpofon¹
and Dr. Adams Bello²

*^{1,2}Faculty of Management
Science, University of Delta
Agbor, Delta State, Nigeria
Martha.taegar@unidel.edu.ng
08052228573.
Adams.bello@unidel.edu.ng
07082143076.*

Pages 143 - 153

ABSTRACT

The study examined contingent workforce and it's impact on organizational performance: evidence of any industry. Two specific objectives, and null hypotheses was used. The design considered in the paper was survey method. The population of the study comprises of two hundred (200) male and female industrial workers while one hundred and twenty (120) male industrial workers was randomly selected as sample of the study. Ten (10) item structured questionnaires was designed to collect obtain data needed to run analysis. Instrument collected from the respondents was analyzed using mean, standard deviation, while analysis of variance (ANOVA) t-text was used to test the null hypotheses at 0.05 level of significance. The findings of the result shows that contingent workforce improve organizational performance with their working experience. The study concluded that contingent workers need to be more productive in their performance during the utilization of human resources. The study recommended that contingent workforce should exhibit positive attitudes that will show clarity towards organization performance.

Keywords: Contingent, Workforce, Impact, Organizational, Performance, Industry

INTRODUCTION

The uniqueness of workforce in any industry goes with stress and demand in order to fulfill the objective of organizational chain. Organizational performance escalates tremendously when active employee focuses on production improvement. Adoption of manpower is to create an efficient workforce for potential productivity of any industry. The arrangement of employee is to carry out productivity of organization increases in number due to the size of the industry and the kind of productivity exhibit day by day (Marshall, 2019). The performance of every organization depends on the input employees inculcate to various branches of productivities that require skill and experience. An industry can easily grow faster in such a way that multiple labour will be demanded to carry out every responsibility regarding the demand forces surrounding the organization product in the competitive market.

The contingent workforce are those who don't have a longer period work, which is not clear and direct, their job cannot be continued in the future. A contingent workforce is defined as "a human resources management utilize in the place of work in a particular industry or organization. Organization employees is known as a workers that agreed to employed in a particular job position in way that every industrial production activities is carried by day by day. The group admit that the no organization that does not improvement in performance, every organization need employees team work, employees potentiality, employees ideal, employees production knowledge all the time in order to have adequate impact on the organization they employed to work.

Ashion (2020) view contingent workforce as non-permanent work which employee is been employed into as a contractor to manage the affair where production is being carried in order to maintain effect job performance within the working period. Employee is been paid off at the end of the contract. Indeed, contingent workforce includes labour force worked for wages each day they come to work in accordance with ethics of conduct of the firms. For example, contingent workforce has expand widely across the country which indicate that many new industry rent labour to work for them as contractor in order to save cost (Leon and

Siron, 2019). Many organization have decline because of inadequate workers commitment toward the production system, and this have affected the performance of the organization.

Contingent workforce can be known as one of the most efficient ways to handle any resources materials of any industry. In most organization, every employees might likely undertake some of those job that are very easily for them in order to save time as well as to meet up with production reason. Full time workforce intended to work sullenly and reluctant in their duty post during productivity (Soto, 2015). He further said that full time employees don't take production services so serious, and this might affect the organization performance. Although, 99% of the workforce sign contingent contract with employer of labour in an industry since they work for their wages/salary in as much as they are not heading any position in the organization. An essential connection has being recognized as one of the major intimacies industrial manager need to build with their laborers if the firms wants to succeed and maintain marketing standards. The role of organizational leadership is used to determine the level of relationship that exist among the workers, directors, managers and other casual workers found in the company.

Daily workforce separate themselves from sluggishness of delaying production of industry since they are under hiring by organizational management rather, they committee their effort with their job because they may likely want the organization to hired them again for future use or supply due to their commitment towards job performance of the organization (Williams, 2021). Contingent worker make sure that there is effective growth in the company production system since that will brings the assessment of workers activeness at long run. Indeed, many contingent workforce build working interest with the administrative heads with the aim of getting easily promotion or motivation. Workforce e responsibility allocated to him by board of director of the organization across the country. Therefore, it is necessary for firms to build positive decision so that employees can be motivated (Sawler, 2019).

The current impact of employees is to improve in the area of working skill and experience on how to manage business transaction even when the manpower is hired as contingent workforce. More so, organization provides workflow of employment in a proper

way through which employees can be retained in the organization. Effective practice of utilizing human resources ensure that contingent workforce is more productive in their performance (Paul, 2020). Organization job performance improved due to contingent workforce that tries to design and grow a favourable working environment for all production sector of the organization. Contingent workforce focus on changing the climate of an organization by touching all human aspect of production process, making the organization to evaluate every individuals on how to change organizational structure of workforce (Mike, 2020). Enhancement in productivity emerged based on the effort and commitment of contingent workers hired to maintained organizational standard in the competitive society. Industrial performance is a globalization revaluation of human resource management in a way that every production activity must become new and flexible for purchase with the final consumers (Axel, 2019). The magnitude forms of reimbursement styles include income distribution, enlarge allocation. Adequate materials provision for workers families and members of cooperate bodies in respect to future industrial achievement. In the success of production firms, contingent workforce always plan for over head time just to make efficient market demand for the general public. However, in the process of business transaction, many cost are incurred in numerous aspect whereby contingent workforce have to impact adequately on organizational performance (Weitzman and Kruse 2019).

Contingent workers essentially have few job or have no job security, since their duty is based on demand employment in which employer hire an individual for a specific position at task proposed for achievement within the organization. Contingent workforces have limited time for working within organization due to the fact that they are hired to fill the gap of shortage of manpower (Polivka and Nardone, 2018). More so, contingent workers have no regular or permanent working time table as regarded by the industrial needs. Their work is based on daily, weekly and monthly hours of work that is available and it is unpredictable to sustain the number of workforce available especially when the wages are not enough to sustained the living. Initially, the economic quagmire has push majority of Nigeria workforce into poverty due to inefficiency of

government. Contingent workforce believed in assembly a segment of reimbursement vary with industrial income, an industry can state the values of his wages per hours to the employer of workforce (Mollen and Axel, 1996).

ORGANIZATION PERFORMANCE

Organizational performance can be defined as the actualization of a given objective set aside for employees to fulfill within a particular period (Kadaer 2011). Organizational performance can be view as a past and present activity proposed for accomplishment of a given industrial task or dimension measure against pre-set known as a standard of accuracy, completeness, value or time. Organization achievement must be coordinated of the key activities that are related to the mechanism of performance management of the organization.

Lebas, (1995 cited in Sowa 2014) defined organizational performance as a pave position of human prescription of multiple attributes of economic activities subject to be measure within the content of growth achieved from the production system. Organization management desired efficient performance in all aspect of their task proposed for contingent workforce hired by the industry. Therefore approaches to motivate organizational performance concerned the role contingent workers played during productivities. The question in this paper is that, does contingent workforce enhance organizational performance of industry? To what extent does shortage contingent workforce affects organizational performance? Therefore, this paper examine contingent workforce and it's impact on organizational performance: evidence of any industry.

STATEMENT OF PROBLEM

There might be various interrelated challenges with contingent workforce across the world today. The attitudes of the workforce that lack clarity because of the ambiguous characters of the worker hired to handle organization resources. Most of the workers divert production material to their personal home. The low level of interaction between contingent workforces might affect the performance of the organization. The status of their consistency is not reliable to enhance the impact of professionalization of the organizational performance. The knowledge of environmental technology was not applied by

most contingent workforce and this has reduced the performance of industry to stick towards task that will impact positive output of organization performance.

OBJECTIVE OF THE STUDY

The objective of the study is to examine contingent workforce and its impact on organizational performance: evidence of any industry. The specific purpose of this study are:

- i. To ascertain impact of contingent employees working skill on organizational performance.
- ii. To examine the role of administrative control towards organizational performance.

HYPOTHESES

The hypotheses was tested at 0.05 level of significant.

- i. **Ho1:** There is no significant relationship between impact of contingent employees working skill and organizational performance.
- ii. **Ho2:** There is no significant relationship between the role of administrative control and organizational performance.

LITERATURE REVIEW

Concept of Contingent Workforce

Contingent workers can be defined as a group of people that have been hired with experience to handle a specific task within organization (Vaiman, 2021). Bernasek (2019) describe contingent workforce as employees hired under any supervisor as subordinate to carry out industrial task in an effective ways for the purpose of accomplishing goal and objective of the organization within a stipulated time. These system of workforce are commonly known as "contingent workers" but they are also regarded as "sole proprietors", contractors workers "on call worker", free agents" as well as independent consultant or home based business operators" (Kalleberg, 2019). The paper considered employees as the variable that defined contingent workforce. Indeed, organization utilized contingent workforce decision making to facilitate leadership commitment that will improve the organizational performance of the industry (Ratie, 2020).

Contingent workforce can be view as a set of workers who could not secure government job for salaries purpose, rather than being hired for daily, weekly wages in order to maintained positive standard of living within the society (Gallagher and Connelly, 2020). For example, contingent workforce is a kind of job viewed to be alternative to unemployed youths which they have less desirable than traditional full-time employment. It is obvious that industry can improve their performance by committing their staff with motivational factors such as increment in wages, shelter, workers health, workers allowance as well as allowance for conferences to those professional contingent workforce that specialized on those efficient or scarcity area in order to maintain relationship that will protect the image of the organization in the world market.

Organization has create effective working environment for unemployed workforce for them to make out a living daily through the provision of employment for every citizens of country. Employees are ready to improve their job performance when in an industry make provision for such worker. However, majority of firms depends on employees job performance simply because they are the key makers of production purpose, make out adequate economic planning for efficient job performance even when managerial bodies fail to contribute to the development of the organization, yet majority of the contingent workforce always putting effort to make good change in production aspect (Muhammad, 2014).

CONCEPT OF ORGANIZATIONAL PERFORMANCE

Organizational performance is a process whereby industry planned out good goal and objective of production system in a way of fulfilling its shareholder desire and sustained the survival growth in the competitive market (Griffin, 2013). Indeed organizational performance is described as the outcome of the activities, our duty which workers of organization or industry exhibited to determine the speed and accomplishment of the organization (Chung, 2017). Firm can provide enable working atmosphere for the workers just to keep their welfare stable and when the employees sees that all their wants are been met, they therefore, devote time toward any duty

accreted to them by the management of the firms. The nature of the job allocated to contingent workforce can be determine from the production output of the worker as well as the level of market competitiveness within the environment which the organization is been established.

Leo (2019) opined that organizational performance is the ability for organization employees to achieve it's goals and objective respectively. Objective and goals is the major aim of identifying organizational performance. The efficacy of the organizational performance lies in the hands of contingent workforce who is hired by a director to manage and coordinate organization resources. Contingent workforce has positive impact on organizational performance continuously since they are hired for daily work, it facilitates the job available; provide new knowledge and insight into the employing industry (Marler, 2021).

CULTURAL CONTROLS

Cultural system of organizational is a system which every contingent workforce will follow in orderliness manner. Cultural control enables employees to maintain production process at any competitive environment. Marketing cultural is a guide to contingent workforce, directors, and stakeholders of industrial management. For example, Vital Form company maintained efficient production system because of high demands ratio of their product in the Africa markets. Ethic of contingent workforce cultures is necessary in an organization just to make aggregate growth of the organization. The efficient of organization quality lies on the confidentiality of cultural control of employees of such organization because of benefit purpose ahead of the competitiveness implication of global market in subsequent time (Bellowa, 2015). The stakeholder make use of the ethic culture in managing the welfare of their workers just to maintain adequate production output that will justify their job performance within the working environment. Every contingent workforce kept to production culture since it is essential to the improvement of their job performance.

PLANNING DECISION

Contingent workforce planed out their job performance calendar during the week in order to provide potential productivities of any

organization. Planning help many firm to take effective decision on how to enhance small scale business with such planning decision. Indeed, multiple organization planning goes with long term plan because of the nature of the labourers skills over job performance daily. Many productions has collapse because of wrong decision organization execute for their workers, these employees find it difficult to cope with planning policy. The impact of planning decision have motivated contingent workforce to stand strong to overcome economic quagmire that affect their production. For example, the economic financial depreciation has led to the closed down of foreign industrial investment either because of wrong planning decision carried out by the organization leaders. Therefore, every organization needs to motivate contingent workforce wit simple planning decision by allowing them to suggest their point during decision taking (Twaissi, 2018). Indeed, decision arrangement is variable that guide the achievement of resources distribution of the industry. Planning helps managers and workers to believe concerning future of association as an alternative measure whereby individual labourers profound good ideal toward the development of production process differently in the organization (Daft, 2012).

REWARDS AND COMPENSATION CONTROLS

Williams (2023) said that reward of employees is good for organization growth and development especially in an industrial society. Most firms make reward as preliminary factors that help individuals to capture the hearth of workers who want to contribute to the benefit of the organization. Compensation control assist every stakeholders of any company, since there is adequate economic of scale of such organization.

ADMINISTRATIVE CONTROLS

Secretarial control is frequently experienced within at all stage of supervision since it is designed with the aim of controlling the problem that faced organization during production of goods and service. The issues of difficulty encountered by company manager are negotiated by the director, contingent workforce, managers down to other shareholders of the organization whose income is being invested

into the business or companies that have lone share across the international market. Management control helps organizational leaders to handle cases that have important input of workers commitment over efficient job performance of several institutes. However, directorial direction is to checkmate the process of production, supplying and purchase of raw materials given to work to produce daily by the organizational bodies within a period of time. Administrative control scheme is meant for inspection of most advantageous and good exploitation of capital that lead to achievement of organizational goal and objective adequately in Nigeria. Every average organizational director place control magnitude on their employees whether positive or negative way, the only effect is that it enhance the potential effort of the employees and management to assess the ongoing production process of the company in different segment of raw materials used in aggregate productivities. Majority of the organizational secretarial control the financial expenditure of the industry using leadership styles in controlling the incoming and outgoing capital of the organization. Administrative control is view as a process of guiding employees how to manage the available resources with the their potential knowledge n order to secure effective determined principles needed to be used to evaluate the job performance of contingent workforce of the company (Chillar, 2013).

THE CHALLENGES FACED DURING PRODUCTION

Contingent workforce lack moral knowledge of new modern technological system of production in the organization and this make it difficult to indicate essential inference across the organizational performance. Most of the workers lack clarity in their commitment to duty assigned to them because the job is not permanent. Contingent workforce under look the quality of the job they hire them to do in the organization (Lautch, 2020). In Nigeria, textile mill company encounter some difficulties during production process even after sales of goods and service due to high level of tax. Some time government economic policy dysfunction the positive planning row of the organization, for instance, the employees lack good access to medical hearth care, shelters, allowances and promotion simple because of ineffective management style of the organization. Other

challenges are corruption of lack of management skills, communication experience and marking strategies among contingent workers and leadership (Ataullah 2014).

THEORETICAL FRAMEWORK

The paper adopted Resource Based Theory

Resource based theory was propounded by mar (Khan, 2014) the theory recognized contingent workforce to be workers who manage resources available for organization to produce a common commodities need in the market. The workforce is in charge or redirecting the resource into appropriate production sector of organization. Resource based theory provide daily workers the ability to fixed resource effectively into different area of industrial sector.

Contingent theory

The contingent theory indicates the initiative and potentiality of the workers towards organizational performance. The theory proved the magnitude of the workforce to organize all activity set aside by the organization employer (Galbraith, 1973).

EMPIRICAL APPRAISAL

Wood (2020) examine effects of contingent workforce on organizational growth. Survey design was selected. Two objectives, two research questions and two hypotheses was used for the study. The respondents were made up of 300 small scale businesses. Random sampling technique was used to select 100 small scale businesses was selected for the study. Questionnaire was used as instrument for data collection and it was tested by two experts. The instrument were analyzed using (ANOVA) while t-test was used for test of hypotheses at 0.05 level of significant. Finding revealed that contingent workforce help organization to grow faster due to their commitment to job assign to them. The study recommended that industry should mobilized labour to handle their work daily.

RESEARCH METHOD

The design used for this study was survey design. The study was carried out in three industry Guinness Nigeria Plc, Benin City, Edo State, Dangote Flour Mills in Lagos State and Vitafoam Nigeria, Lagos State. Population of the study consists of 200 male and female workers. Random sampling technique of 40 Male and 80 female industrial workers was

selected for the study and this gave the total number of 120 respondents drawn out of the entire population as sample for the study. The researchers designed a structured questionnaire containing 10 items based on four-point rating scale of frequency. The internal consistency of the instrument was computed using Cronbach Alpha Coefficient measure of internal consistency. Subsequently a value of 0.89 was obtained as the reliability index. The

instruments were personally administered to the respondents. The entire instrument administered was returned. Data collected for the study were analyzed using mean score, standard deviation, t-test and analysis of variance (ANOVA). Item collected whose mean are 2.50 and above were accepted, while mean below 2.50 were rejected. The hypotheses were tested based on 0.05 level of significance.

DATA ANALYSIS

RESEARCH QUESTION

What is the impact of contingent workforce to organizational performance?

Table 1: Items Ratings on impact of contingent workforce to organizational performance. N = 120

S/N	Items: impact of contingent workforce to organizational performance	X	S.D	Remark
1	contingent workforce are hired to handle a specific task within organization	3.48	1.04	Accepted
2	Contingent workforce use their working experience to improve organizational production	3.65	0.62	Accepted
3	contingent workforce secure organizational raw materials from damages	3.13	1.07	Accepted
4	contingent workforce is more productive in their performance during the utilizing of human resources	3.25	0.91	Accepted
5	Contingent workforce restructure organization working system in order to improve their performance	3.53	0.96	Accepted
	Grand mean/SD	3.41	0.92	Accepted

Table 1 calculated above shows respondents view to all the items asked under research question 1 are the impact of impact of contingent workforce to organizational performance with a grandmean for both male and female workers is 3.41 and 0.92 standard deviation which is above benchmark.

RESEARCH QUESTION

What are the problems facing contingent workforce during organizational performance?

Table 2: Mean Ratings on the problems faced by contingent workforce during organizational performance. N = 120

S/N	Items: problems faced by contingent workforce during organizational performance	X	S.D	Remark
1	Organizations leaders enhance production through the use of administrative control giving to manager.	3.83	0.57	Accepted

2	Organization leaders used administrative control to change contingent employee behaviors.	3.4	0.69	Accepted
3	Administrative control is used to achieve organizational goals and objective.	3.33	1.1	Accepted
4	Administrative control enables management to build contacts and relationship with contingent workforce of industry.	3.68	0.79	Accepted
5	Administrative control help improved organizational production capabilities.	3.85	0.39	Accepted
	Grand mean	3.62	0.71	Accepted

Table 2 calculated above shows respondents view to all the items asked under research question 2 are the problems faced by contingent workforce during organizational performance obtained in the table calculated gave a grandmean of both male and female workers is 3.62 with a standard deviation of 0.71 which is above mean rating score of 2.50 of decision rule.

HYPOTHESES

Ho1: There is no significant relationship between impact of contingent workforce and organizational performance.

Table 4: Summary of t-test ratings score on the impact of contingent workforce and organizational performance

Variable	Number	X	Sd	Df	t-cal	t-crit value	Level of significance	Decision
Male	40	3.41	0.92	118	0.04	1.98	0.05	Accepted
Female	80	3.62	0.71					

Table 3 above, the mean for both male and female workers is 3.42 and 3.53 and standard deviation also reveals 0.92 and 0.73, the t-calculated value of 0.04 is lower than the t-critical value of 1.98 of 0.05 level of significance. Therefore, the null hypothesis stated is accepted. This implies that there is no significant difference between the mean score of Male and Female workers on the impact of contingent workforce and organizational performance.

Ho2: There is no significant relationship between the role of administrative control and organizational performance.

Table 4: Summary of t-test on the problem facing contingent workforce and organizational performance.

Variable	No	X	Sd	Df	t-cal	t-crit value	Level of significance	Decision
Male	40	3.43	0.82	118	1.87	1.98	0.05	Accepted
Female	80	3.62	0.71					

From the table 4 above, the mean for both male and female workers is 3.43 and 3.62 and standard deviation also reveals 0.82 and 0.71, the t-calculated value of 1.87 is lower than the t-critical value of 1.98 of 0.05 level of significance. Therefore, the null hypothesis stated is accepted. This implies that there is no

significant difference between the mean score of Male and Female workers on the problem facing contingent workforce and organizational performance.

FINDINGS

The impact of contingent workforce to organizational performance

Finding revealed that contingent workforce have impact on organizational performance because item calculated shown no significant. The findings shows that contingent workforce are hired to handle a specific task within organization, respondents strongly agreed that contingent workforce use their working experience to improve organizational production. findings indicates that contingent workforce secure organizational raw materials from damages, while respondents agreed that contingent workforce is more productive in their performance during the utilizing of human resources. Respondents strongly agreed that contingent workforce restructure organization working system in order to improve their performance. The is in line with Bernasek (2019) who describe that contingent workforce as employees hired under any supervisor as subordinate to carry out industrial task in an effective ways for the purpose of accomplishing goal and objective of the organization within a stipulated time.

The role of administrative control and organizational performance

The finding shows that organizations leaders enhance production through the use of administrative control giving to manager, respondents agreed that organization leaders used administrative control to change contingent employee behaviors. Finding shows that administrative control is used to achieve organizational goals and objective. Respondents strongly agreed that administrative control enables management to build contacts and relationship with contingent workforce of industry. Respondents agreed that administrative control help improved organizational production capabilities. The result is in agreement with Chhillar, (2013) who recommended that administrative need to guide the employees with proper ethic of conduct or contingent workforce.

CONCLUSIONS

Contingent workforce who is hired need to apply all possible production working skill and experience to secure organizational raw materials from damages with the moment the job is given to them ether by the supervisor by the director of the industry. Contingent workers salaries should be increase when employers

discovered that workforce has dedicated his/her energy to improved production system of the organization. Contingent workforce need to be more productive in their performance during the utilizing of human resources. Contingent workforce must restructure organization working system in order to improve their performance.

RECOMMENDATIONS

The following recommendations are:

- a) Contingent workforce is encouraged to exhibit positive attitudes that will show clarity towards organization growth.
- b) Contingent employees should used administrative control to improve organizational performance.
- c) Contingent workforce is encouraged to use their skill to enhance organizational performance.

REFERENCES

- Ashion, J.P. (2020). The measurement and antecedents of affective, continuance, and normative commitment of contingent workers to the organization performance in Nigeria. *Journal of Occupational Psychology*, 63(4):1-18.
- Axel, R. (2019). influence of organizational performance through contingent workforce: An industrial development journal 19(8): 345-366.
- Bellowa, D. A. (2015). Management control systems as a package—Opportunities, challenges and research directions. *Management Accounting Research*, 19(4), 287–300
- Bernasek, C. (2019). Employee commitment and motivation: a conceptual analysis and integrative model. *Journal of Applied Psychology*, 8(9):91-99.
- Chillar, E. (2013). The relationship between contingent workforce and employee commitment: review and research agenda of industrial performance London. *Journal of Organisational Behaviour*, 27 (2) 645-663.
- Chung, M. (2017). The Measurement of organisational commitment. *Journal of Vocational Behaviour*, 14(9): 24-27.
- Clegg, P. (2015). The effect of contingency factors on management control systems: A study of manufacturing companies in

- Croatia. Economic Research-Ekonomska Istraživanja (1), 369–382
- Daft, C. (2012). Values-based approach to ethical culture: A case study Ethics, Values and Civil Society (pp. 93-118): Emerald Group publishing limited Accounting, Organizations and Society, 24(3), 189–204.
- Galbraith, Y. (1973). Commitment in Organizations: A normative view. *Academy of Management Review*, 7(3): 418-428
- Gallagher, L. and Counelly, B. (2020). Contingent workforce on industrial performance: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behaviour*, 61(9): 20-52.
- Griffin, R.M. (2013). Employee-organisation linkages: The psychology of commitment, absenteeism, and turnover. New York: Academic Press.
- Kadaer, E.A. (2011). The nature and causes of job satisfaction. En M. D. Dunnette (Ed.), *Handbook of industrial and organisational psychology* (pages 1297-1349). Chicago: Rand-McNally.
- Kalleberg, L. (2019). Commitment in the workplace. Toward a general model. *Human Resource Management Review*, 11(5): 29-36.
- Khan, M. (2014). Quality related issues and their effects on returns of Pakistan textile industry. *Journal of Quality and Technology Management*, 10(1), 69–91.
- Lautch, E. (2020). Corporatist control and organisational commitment among professionals -The case of lawyers working in law firms. *Social Forces*, 73(3): 811-840
- Lebas, U. (1995 in Sowa, E.J. 2024), Contingent workers' impact on standard employee withdrawal behaviors: Does what you use them for matter? *Human Resource Management*, 49: 109-138.
- Leo, D. (2019). Employee attachment and noncoercive conditions of work: The case of dental hygienists. *Work and Occupations*, 21:
- Leon, H. and Silon, S. (2019). Impact of contingent workforce on employee commitment; Notes on the concept of commitment. *American Journal of Sociology*, 66(1): 32-40.
- Marler, P., Fitili, V. (2021). Organisational commitment, job-satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5): 603-609.
- Marshall, P., (2019). Weighing costs, companies favor temporary help. *New York Times*.
- Milk, B. (2020). contingent workforce on job satisfaction and organizational commitment in models of employee turnover. *Human Resource Management Review*, 9(3): 195-524.
- Mollen, A. and Axel, R. (1996). Work organisation and workforce commitment – A study of plants and employees in the United-States and Japan. *American Sociological Review*, 6(11): 38-60.
- Muhammad, A, (2014). Research methodology and quantitative research design: Paradigms, methods and methodology. *Issues in Educational Research*, 16(2). 54-64
- Paul, E. (2020). Emerging trends in contingent work research. *Journal of Management*, 30(6): 959-983.
- Polivka, L. and Nardone, P. (2018). Commitment profiles, job satisfaction, and behavioural outcomes. *Applied Psychology*, 62(4): 701
- Ratie, B. U. (2020). Causes of workplace stress in textile industry of developing countries: A case study from Pakistan *Advances in Social & Occupational Ergonomics* (pp. 283-294): Springer.
- Sawler, V. (2019). A field study of control system “redesign”: The impact of institutional processes on strategic choice. *Contemporary Accounting Research*, 13(2), 569–606.
- Steiner, M. (1996). Management control systems, business strategy and performance: A comparative analysis of family and non-family businesses in a transition economy in sub-Saharan Africa. *Journal of Family Business Strategy*, 4(2), 131–146.

- Tarique, T. and Nikbin, A. (2015). The role of budget and budgetary control on organizational performance: A case study of tahir guest house, Kano state, Nigeria. *International Journal of Innovative Research in Information Security*, 4(2), 22–28.
- Twaissi, W. F. (2018). A review paper on organizational culture and organizational performance. *International Journal of Business and Social Science*, 1(3).
- Vaiman, J.A. (2021). A three component conceptualization of organizational commitment toward industrial performance. *Human Source Management Review*, 1: 61-89.
- Weitzman, G. and Krus, B. (2019). The effects of monetary incentives on effort and task performance: Theories, evidence, and a framework for research. *Accounting, Organizations and Society*, 27(4–5), 303–345
- Williams, C. (2021). The Theories of turnover: Causes, effects and meaning. *Research in the Sociology of Organizations*, 1(7): 75-128.
- Williams, E. (2023). Affective attachments to nested groups: a choice management theory. *American Sociological Review*, 5(7): 27-39.
- Wood, H. (2020). Effectiveness of contingent workforce of employees performance toward organizational growth and development of African continent: *An Indian business magazine*, 7(12):3-9