

# Modelling the Impact of Employment Precariousness on Employee Performance Moderated by Self-Efficacy Traits

Hamad Atiah J Alsulami<sup>a</sup>, Zafir Khan Mohamed Makhbul<sup>b</sup>, <sup>a,b</sup>Graduate School of Business, University Kebangsaan Malaysia, Bangi, Malaysia, Email: [zp03271@siswa.ukm.edu.my](mailto:zp03271@siswa.ukm.edu.my), [zafir@ukm.edu.my](mailto:zafir@ukm.edu.my)

Employment Precariousness is widely known as a significant factor contributing to employees' lack of wellbeing. Several studies have investigated the link between the attitude and performance of employees and precarious employment within various work contexts and business domains. However, a knowledge gap with respect to the impact of precarious employment on employee attitudes, behaviours and performance remains a hot topic of interest, mainly with the moderating role of Self-Efficacy Traits. Scholars within the domain of precarious employment also reported a call for increased efforts and investigation due to severe contradictory and inconsistent research outcomes of earlier studies and due to the wide range of impacts and consequences of various forms of employment. Therefore, this paper presents an in-depth review of literature regarding precariousness in employment, and suggests a model through the integration of several relevant theories to investigate the impact of employment precariousness through six dimensions on employee satisfaction, organisational commitment, job involvement, perceived corporate support, behavioural intentions and performance. The model also enables the investigation of the moderating role of self-efficacy traits of employees through the link between employment precariousness, and employee behavioural intentions and performance. The proposed model is expected to provide crucial theoretical and explorative contributions and evidence to the literature about employee-related consequences of employment precariousness. The findings are expected to bring significant practical implications in human resources and methodological insights based on a verified comprehensive model about the link between precarious employment and employee performance.

**Keywords:** *Employee Attitudes, Employee Performance, Employment Precariousness, Self-Efficacy*

## Introduction

Workers are first and foremost humans rather than just a commodity to be sold or bought. This necessitates that any form of work should be a source of well-being for employees where they can receive protection rather than facing inequality. Some scholars assert that this goal can only be achieved through regulation or what is known as Standard Employment Relationship (SER) (Rodgers, 1989; Supiot, 1999; Kalleberg, 2000). Many authors such as Kalleberg (2000) and De Cuyper et al. (2008) also report that working under SER circumstances means that the employee will enjoy continuity of employment, a certain level of job security, a proper level of supervision by the employer, training and other benefits. However, the existence of such SER is uncertain and problematic due to several reasons such as globalisation, market changes, organisational restructuring and the inequality of bargaining power between employers and employee; i.e., the labour market may fail to capture and identify those employees in need of protection and security (Kalleberg, 2000; De Witte et al., 2008). Consequently, in many countries Non-standard Employment Relations (NonSER) appear as an employment strategy.

NonSER, including part-time work, temporary contracts, contingent employment, short-term work, home-based contracting, and other forms of employment, have been increasingly adopted for a number of years by organisations as a prominent strategy to manage work and meet continuous market challenges (Kalleberg, 2000). Working under NonSER is different from being by SER in terms of working hours, contractual terms, level of supervision, and access to other benefits. It seems that SER and NonSer represent different characteristics with positive and/or negative impacts on employees and employers. Reviews concerning this issue have been conducted by De Cuyper et al. (2008), De Witte et al. (2008), Martínez, De Cuyper and De Witte (2010a and 2010b) and Imhof and Andresen (2017). Their findings show contradictory and inconsistent research outcomes regarding a number of employment aspects and the interests of employees and employers, as well as legal entities and workplace unions. As a result, the concept of Precarious Employment reported by Millar (2017), Standing (2011), Kalleberg (2009) and Vosko (2010) represent a labour condition or an outcome of working terms. This implies that works under the NonSER conditions may not necessarily represent precarious employment, yet, this may indicate that such works are more likely to be precarious. In other words, while NonSER may bring a higher risk of precariousness, those employment forms are not the only precarious employments; i.e., all workers may find themselves in a position that can be more or less precarious. Such inconsistency and contradiction initiated the need for conducting this study to understand exactly when a form of employment can be called precarious, and to identify the impact of different forms of precarious employment regarding employee attitudes and overall performance.

Employment precariousness is connected with various socially defined groups and may differ due to social location or status, such as gender and residency (Fu et al., 2017). Some studies also report that precarious employment continues to grow and create significant impact on

quality of employee health and well-being (e.g., (Moscone, Tosetti and Vittadini, 2016). An example of precarious employment is when Temporary Contracts have been reported to cause detrimental effects on mental health, and employee satisfaction (Carrieri et al., 2014). High exposure to both unemployment and precarious employment was identified as a factor causing severe harm to individuals and their well-being (Van Aerden, Gadeyne and Vanroelen, 2017). However, there is still a lack of awareness about the comprehensive effects of precarious employment on employees, organisations and household well-being or communities (Carrieri et al., 2014; Moscone, Tosetti and Vittadini, 2016; Benach et al., 2016; Imhof and Andresen, 2017). Therefore, this research attempts to fill these gaps within the literature.

### **Research Problem**

Employment precariousness remains a popular topic of interest. For two decades, it has been reported that “precarious employment is an emerging social determinant that affects the health of workers, their families, and work environments. However, its study remains in its infancy.” (Benach et al., 2010; Benach et al., 2016). Therefore, there is a lack of inclusive understanding of this type of employment with no comprehensive profile. The literature also reports critical contradictory and inconsistent research outcomes and insights with reference to having a precise definition of precarious employment, and the causes and consequences of this kind of employment, as well as the impact of this phenomenon on both employee and employer and their relationship (Carrieri et al., 2014; Dawson et al., 2015). It has recently been reported that “the portfolio of employment-specific antecedents used is insufficient to gain a comprehensive view of temporary workers’ well-being situation.” (Imhof and Andresen, 2017). Another recent study also reported that “Precarious employment must be studied as a complex integrated phenomenon by analysing employment trajectories and dynamic intersections with other social and employment conditions, including workers in stable jobs” (Benach et al., 2016). This suggestion also parallels positions provided by other studies (Adams and Deakin, 2014; Benassi and Dorigatti, 2014).

Although a number of interesting scientific studies and research have been conducted over the past years, the need for further analysis, description and classification of the precarious employment forms to demonstrate a consistent association between this phenomenon and employment conditions remains crucial in the interest of researching and understanding this employment trend (Benach, et al., 2016). Wagenaar et al. (2012) mention that “future research should separate on-call work from other forms of temporary employment and should investigate the profile(s) of these workers more extensively; research is needed to test whether employment contracts and health and work-related attitudes affect each other reciprocally.” Indeed, there is a lack of consistent findings about the impact of precarious work towards employee attitude such as organisational commitment, job satisfaction and employee engagement and behaviour (Adams and Deakin, 2014; Benassi and Dorigatti, 2014). Thus, there is an urgent need to disentangle and deal with the consequences of employment

precariousness to avoid adverse effects on employee performance and wellbeing, health equality and stable employee-employer relationships (Benach et al., 2016).

In particular, measuring precarious employment, based on typical employment or general attributions of a specific job in one country remains problematic due to the wide range of understanding and differences between countries. It has been reported that not all employment relationships have the same attributes, and some positions are better than others and this difference represents more than simple rates of pay. Thus, there is a need to understand the characteristics and dimensions of various precarious employment forms and identify the impact of such forms. The research outcomes regarding the effects of precarious employment on the levels of organisational commitment, employee involvement and the perception of corporate support are contradictory. Some studies report that employees with higher levels of commitment to the organisation would be more likely to display discretionary behaviours and attitudes that are beneficial to organisational performance (MacDuffie, 1995). Precarious employment practices may have an adverse effect on organisational performance and employee attitudes, leading employees to feel insecure, marginalised and thus, less satisfied and committed (Valverde, Tregaskis and Brewster, 2000; Natasaputra and Kusumastuti, 2014). The potential impact of this precarious employment on organisational and employee performance, employee satisfaction, engagement and commitment remains completely unknown. In light of the above gaps, this work becomes timely and crucial.

## Literature Review

### *The Concept of Precarious Employment*

The concept of “Precarious Employment” is sometimes used as a synonym for any selected forms of non-standard work and employment (Rodgers, 1989; Vosko, 2006); i.e., employments that do not meet SER specifications. Many scholars such as Arnold and Bongiovi (2012), Smith (2013), Schwab (2016), Degryse (2016), and Benach et al. (2016) also acknowledged and described those types of employments as precarious. However, in a recent study by Horesman, Marx and Nolan (2016), precarious employment has been described as a component of in-work poverty and non-standard employment contracts were identified as only contributing factors. Based on Millar (2017), precarity in employment can be related to ontological experience in the sense that the individual views his or reality as ] precarious, i.e., based on ontological precariousness. This conceptualisation also meets documentation provided by Dorothy Day in 1952 when inscribed for the Catholic Worker Movement; Day (1952) described the term of precarity as a sense of precariousness in a generalised condition of human life and precarity is an essential element of poverty. Recently, Millar (2017) pointed out that research conducted by Standing (2011), Kalleberg (2009) and Vosko (2010) explored precarious employment as a labour condition or as an outcome of working terms. This explains that works under the NonSER conditions may not necessarily be explicitly precarious , yet, this may indicate that

such works are more likely to be precarious. In other words, while NonSER may bring a higher risk of precariousness, those employment forms are not the only precarious employments; i.e., all workers may find themselves in a position that can be more or less precarious.

The concept of precarious employment emerged around the late 1970s and was widely used to describe irregular and insecure work arrangements that have grown substantially in both developed and developing countries, yet with no common or agreed definition of what constitutes this type of employment (Kalleberg, 2009; Quinlan, 2012). Employment precarity can be either determinants or consequences of different forms of uncertainty, such as income precarity, work insecurity and representation precarity. As explained by Rodgers (1989): “The simple dichotomy between secure, regular jobs and precarious atypical jobs may be misleading.” This may be the reason behind having numerous ambiguous definitions of the precariousness concept with a wide range of understanding. Yet, there are certain dominant definitions of precarious employment with identified measurable dimensions.

One of the well-known definitions of precarious work consists of the classical description provided by Rodgers (1989) which states, “What makes work precarious? There is a tendency to regard regular, permanent wage based employment as secure, and to consider other forms of work as precarious so far as they deviate from this norm. However, there are several dimensions to precariousness. The concept of precariousness involves instability, lack of protection, insecurity and social or economic vulnerability. An unstable job is not necessarily precarious. It can be a combination of these factors which identifies precarious jobs, and boundaries around the concept are inevitable and to some extent arbitrary. According to this definition, although there is some vagueness around precariousness of employment, Rodgers (1989) identifies four critical dimensions : instability, lack of protection, insecurity and social or economic vulnerability, which explains that not all unstable employment is precarious. However, the idea of vulnerability remains open and undetermined. Another accepted and featured definition of precarious work (or interchangeably precarious employment) is the one introduced by Vosko (2010) which describes the concept as “work for remuneration characterised by uncertainty, low income, and limited social benefits and statutory elements.” This definition also identifies four dimensions t: uncertainty, low income, limited social benefits, and statutory elements. It also involves completely undefined items such as social benefits and statutory elements. However, these are not the only definitions of the concept in the literature.

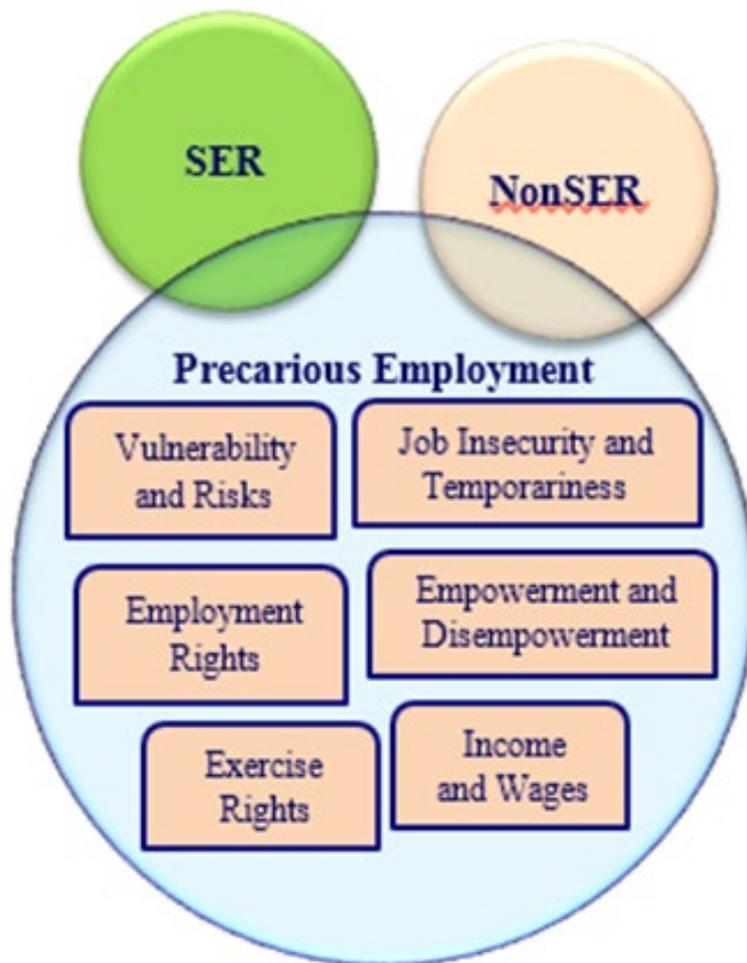
During the late 1990s, Standing (1999) maintained that employment precarity might eventuate when workers lose their jobs or feel fear of losing those jobs, lack other employment opportunities in the workplace, or when they experience poor opportunities to acquire or maintain key skills. Precarious work is also defined by Kalleberg (2009) as “employment that is uncertain, unpredictable, and risky from the workers’ point of view”, i.e., three aspects of the phenomenon. Others like Cranford et al. (2003) define precarious employment as “forms



of employment involving atypical employment contracts, limited social benefits and statutory entitlements, job insecurity, low job tenure, low earnings, poor working conditions and high risks of ill health.” This definition is similar to another introduced by (Mcdowell, Batnitzky and Dyer, 2009); they highlighted the aspects of low statutory entitlements, lack of social benefits with low wages and high risk of illnesses. Other definitions by Olsthoorn (2014) involve three essential items including insecurity, unsupportive entitlements and vulnerability, by Amable, Benach and González (2001) to also identify three indicators of precarious employment including temporality, powerlessness or lack of social benefits.

To sum up, the literature can be divided into three distinct areas: precarious employment is universally interchangeable with “non-standard” employment such as described by Markey et al. (2002); precarious employment is attached to certain types or categories of non-standard employment or precarious employment is a multidimensional and complex concept affecting the standard or non-standard employment as in the case of Rodgers (1989), Cranford et al. (2003); this will be considered in through Figure 1. Therefore, several scholars recommend the development of measures of employment precariousness that can extend beyond simply measuring the form of employee-employer relationship (Vosko, 2006; Vives et al., 2010; Goldring and Joly, 2014; Lewchuk et al., 2014; Puig-Barrachina et al., 2014; Bohle et al., 2015; Gallie et al., 2017; Benach et al., 2016; Callea, Urbini & Chirumbolo, 2016; Moscone, Tosetti & Vittadini, 2016; Van Aerden, Gadeyne & Vanroelen, 2017; Imhof & Andresen, 2017; Shoss, 2017; Lewchuk, 2017; Fu et al., 2017; Fischmann et al., 2018; Jiang, 2018). In other words, rather than merely identifying certain forms under the SER or NonSER employments as precarious employment, this study involves examining the level of precariousness level in various forms of employment . This can help to determine the extent to which a particular job or position is precarious.

**Figure 1.** Notion and Dimensions of Precarious Employment



(Source: reproduced from Vives et al. (2010) and Benach et al. (2010))

Indeed, the need to identify specific factors explaining the concept of precarious employment seems to remain important, rather than using the standard or nonstandard employment as an indicator. In this context, the concept of employment precariousness is a catch-all concept that attempts to encompass a wide range of features and attributes associated with employment qualities. It is also suggested by Tucker (2002) that an assessment of precariousness should be extended to encompass certain worker characteristics and preferences. Therefore, this work attempts to verify key and verified dimensions of precariousness in employment.

### ***Dimensions of Precarious Employment***

According to Lain et al. (2018), precarity is related to crucial social and economic dimensions of individuals, which until now have remained under-explored in discussions of certain forms of employment forms and workers. In other words, the term seems to be contextual and may need to be referred to as a situation. Table 1 lists the items as introduced by different definitions cited in the literature.

**Table 1:** The Dimensions of Precarious Employment

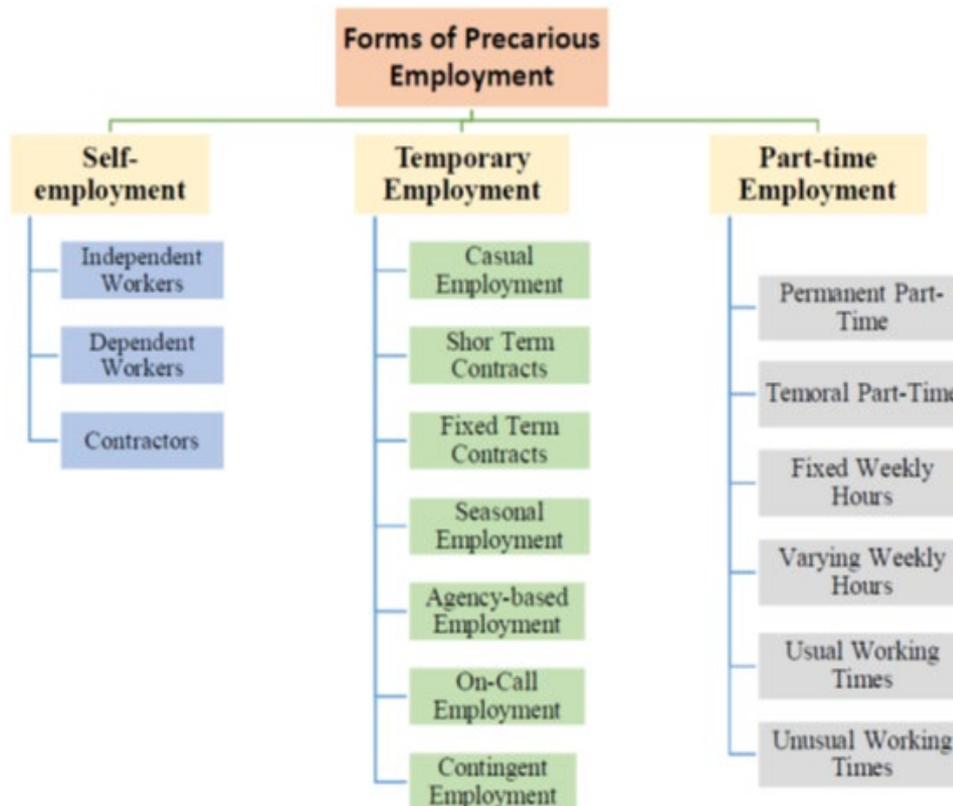
Authors	Items
Rodgers (1989)	Instability Lack of protection Insecurity Social Vulnerability Economic Vulnerability
Standing (1999)	Feeling fear losing those jobs Lack other employment opportunities
Amable, Benach and González (2001)	Temporality Vulnerability Income Level Social Protection
Tucker (2002)	Certainty of ongoing employment Degree of employee control Level of Income Level of Benefits Degree of regulatory and union protection
Cranford et al. (2003)	Atypical Employment Limited social benefits Limited statutory entitlements, Insecurity Low job tenure Low earnings Poor working conditions
Kalleberg (2009)	Uncertain Unpredictable Risky
(McDowell, Batnitzky and Dyer, 2009)	Low statutory entitlements Lack of social benefits Low wages High risk of illnesses
Vosko (2010)	Uncertainty Low income Limited social benefits Statutory elements
Vives et al. (2010) and Benach et al. (2010)	Job Insecurity Disempowerment Vulnerability and Risks Income Employment Rights Exercise Rights

Indeed, precarious work might be considered as a multidimensional concept defined according to several key factors or dimensions. According to Vives et al. (2010) and Benach et al. (2010), the construct of employment precariousness encompasses six dimensions; These are the most common factors as cited in the literature and involve job insecurity, minimal empowerment, vulnerability, income and wages, description of rights and the ability to practice those rights. For this research, precarious employment will be conceptualised as a multidimensional term involving those six dimensions to identify the precariousness levels of employment.

### *Forms of Precarious Employment*

Different employments have differential impacts on workers, and this is according to the form of employment. In particular, three forms of employments were most commonly reported by scholars in this domain like Rodgers (1989), Kalleberg (2000), Tucker (2002), Vosko (2006), Vives et al. (2010), Benach et al. (2010), Lewchuk et al. (2014), Hatfield (2015), Thörnquist (2015), Imhof and Andresen (2017), Shoss (2017), Fu et al. (2017), Gallie et al. (2017) and Dvouletý (2018) in association with the precariousness in employments: temporary, self-employment and part-time employment. In this work, these three types of employment will be considered as fundamental forms or categories of employment, while the other rare types of employment will be placed under categories in Figure 2.

**Figure 2.** Precarious Employment Forms



(Source: concluded by the Author)

### ***Factors Influencing Precarious Employment***

The phenomenon of precarious employment has increased during the last three to four decades. According to Kalleberg (2009), Smith (2013), Benach et al. (2016) and Moscone, Tosetti and Vittadini (2016), this phenomenon has spread across several professional and occupational spectrums, causing labour market volatility, possible job loss, job insecurity, and other consequences related to the employee, employer or both. As reported by Arnold and Bongiovi (2012), Smith (2013), Schwab (2016), Degryse (2016) and Benach et al. (2016), there are many unavoidable drivers which cause the phenomenon of employment precariousness including involuntary layoffs, globalisation, international competition, global unevenness, market reforms, the economic recession in 2008–09, Neoliberalism, “gig-economy” and technological developments, declining influence of unions, degradation of social protection and the need for organisational restructuring, downsizing and outsourcing. Such drivers can even facilitate further unpleasant reshaping of “market” and “hierarchy” patterns (Gilson et al., 2009), create “hierarchical outsourcing” (Weil, 2014) with “fissured workplace,” and consequently, lead to severe economic, organisational, health-related, societal and other challenges (Kalleberg, 2011). In a recent study by Imhof and Andresen (2017), it has been reported that “while temporary workers’ specific employment circumstances strongly suggest negative consequences for their well-being, research on temporary workers’ well-being shows serious inconsistencies.”

### ***Pros and Cons of Precarious Employment***

Scholars like Supiot (1999), Kalleberg (2000), De Cuyper and De Witte (2008), De Cuyper et al. (2008), Kalleberg (2009), Puig-Barrachina et al. (2014), Rodgers (2015), Benach et al. (2016), Lewchuk (2017), as well as, Lain et. al. (2018) amongst others, reported that there is a wide range of findings which include debates about potential benefits and consequences of precarious employment. The issue of advantages and disadvantages can be contextual (i.e., varied according to gender, country, situation, form of employment , etc.), and may differ according to the perspectives of employees, employers, society, healthcare and the economy. As discussed by De Cuyper and De Witte (2008), some of those attributes can be negative for some employees, but not others, and some jobs can be advantageous in some contexts but not in others.

IN some cases, precariousness in employment, can also be ideologically accepted and even considered as a normal condition of life, mainly in the case of young individuals (Burrows, 2013). Therefore, as recommended by McKay et al., (2012), this term should be used to subjectively or objectively describe a particular situation, context, or experience about individuals, authority or specific workers. The subjective use of the term can be based on employee perceptions and their view towards the subjective effects of this phenomenon, while objectivity can be due to the existence of this phenomenon with certain conditions and the issue

of illegality . For example, from a lawyer's perspective, work precariousness may mean the lack or absence of legal regulations (i.e., objectivity), while according to employees, may mean a lack of bargaining power with management (i.e., subjectivity).

Earlier research conducted by Lewchuk (2017) has shown that the spread of Precarious Employment is reshaping how households and individuals are living, the nature of community work participation , and the appearance of adverse health outcomes . Another study by Noack and Vosko (2011) explains that Precarious Work and Employment is associated with delayed marriages and postponing the start of families, as due to this type of employment, rather than marrying, young people are more likely to live together to gain some of the benefits of marriage and the sharing of housing costs, without making commitments to an uncertain future. Besides, women, immigrants, and racialised populations have experienced distinct patterns of precarious employment, and part-time, temporary jobs are the most precarious forms of employment taken by women, racialised groups, and recent immigrants. Recently, Van Aerden, Gadeyne and Vanroelen (2017) also revealed that exposure to both precarious employment and unemployment may cause severe harm to the health and well-being of individuals and that the precarious labour market coincides with precarious living arrangements and lack of social support. As mentioned in a study by Goldring and Joly (2014), Precarious Employment or high employment precarity in Canada can be associated with low household income, while rates of employment precarity amongst middle-income households are slightly higher.

For example, Kalleberg (2009) explains that flexibility and employability with social gains are to be advantageous outcomes of this employment trend, while some of the disadvantageous attributes include flexibility, negative attitudes, and low levels of well-being for the employee, as well as some harmful behavioural intentions and health results. Other examples are given by Kalleberg (2000), De Cuyper et al. (2008), as well as, Imhof and Andresen (2017), showing that temporary employment in case of low-skilled workers face real risks, while experienced workers with high levels of skills prefer temporary employment for financial profitability, more flexibility and personal control. As a result, there is no clear cut decision or appraisal regarding specific attributes of precarious employment with positive or negative effects. In any case, although the literature reports the findings of numerous studies on the pros and cons of precarious employment, such findings lack consistency and need further investigation. This appraisal can be contextual and the outcome may vary according to different perspectives. Table 2 summarises some of the pros and cons of precarious employment.

**Table 2:** Pros and Cons of Precarious Employment

No	Pros	Cons
1	Some precarious employments such as in case of part-time may enable more flexible work relationships for organizations with better work-family balance for employees.	Some precarious employments such as in case of temporary employment may go together with lower hourly wages as the strategy concentrates on cutting payments and costs.
2	Some precarious employments such as in case of part-time may increase the productivity of organization by decreasing the levels of risks and stress caused by overload embedded in the full time jobs.	Some precarious employments may cause discrimination among the full and part-time workers in terms of certain benefits such as training, vacations, career opportunities and employee development.
3	Some precarious employments such as in case of temporary employment may enable the opportunity to enter or reenter the labor market for those with fresh skills and experience.	Some precarious employments such as in case of on-call employments can enhance management costs for organizations, which in turn tend to invest less in their hiring.
4	Some precarious employments may enable real opportunities for engaging women in the workplace, and not focusing only on men.	Some precarious employments may not fully provide the employees with the living standards and with the social needs.
5	Some precarious employments such as in case of self-employed may increase the	Some precarious employments may increase the levels of social isolation and

(Source: produced by Author)

In sum, some forms of precarious employment may have a negative impact on organisational performance, employee attitudes, leading employees to feel insecure, marginalised and less satisfied and committed (Valverde, Tregaskis and Brewster, 2000; Natasaputra and Kusumastuti, 2014). Practices like externalisation as a form of precarious employment, which maintains workers temporarily can damage orientation to innovation because they limit the internal development of core skills and capabilities that may benefit the organisation (Pauka, 2015). Factors such as security and temporariness, which are characteristics of externalisation can affect how the organisation's members perceive aspects of organisational culture (in this case, orientation to innovation). It has also been reported that a negative relationship exists between informal labour as a form of precarious employment and firm performance (Kalleberg, 2009). However, there is an apparent inconsistency in the findings of earlier research efforts. For example, while some studies concerning flexibility in temporary employment shows that it is a beneficial attribute, others provide no evidence on such views or explain that this attribute could be disadvantageous. Therefore, several scholars recommend conducting further research in this direction with a focus on various aspects from different

perspectives, such as comparing consequences or benefits of different forms of precarious employment, investigating specific attributes amongst different groups, or exploring specific forms of employment within different contexts. This study will proceed in parallel with these recommendations.

### ***Employee Attitudes and Precarious Employment***

As highlighted by Huang et al. (2016), Judge et al. (2017), as well as Culibrk, Mitrovi and Culibrk (2018), employee attitudes related to work constitute a fundamental milestone in Management and Organisational literature, lodging a prominent position in the contemporary research agenda. Scholars including Behling and Harvey (2015), Huang et al. (2016), Hermawati and Mas (2017), Judge et al. (2017), Fischmann et al. (2018), Salessi and Omar (2019) and others report that during the last century, scientific literature revealed that the wellbeing of employees and the productivity of organisations are correlated with the attitudes of organisational members that may develop job satisfaction, organisational commitment, job involvement and perceived corporate support.

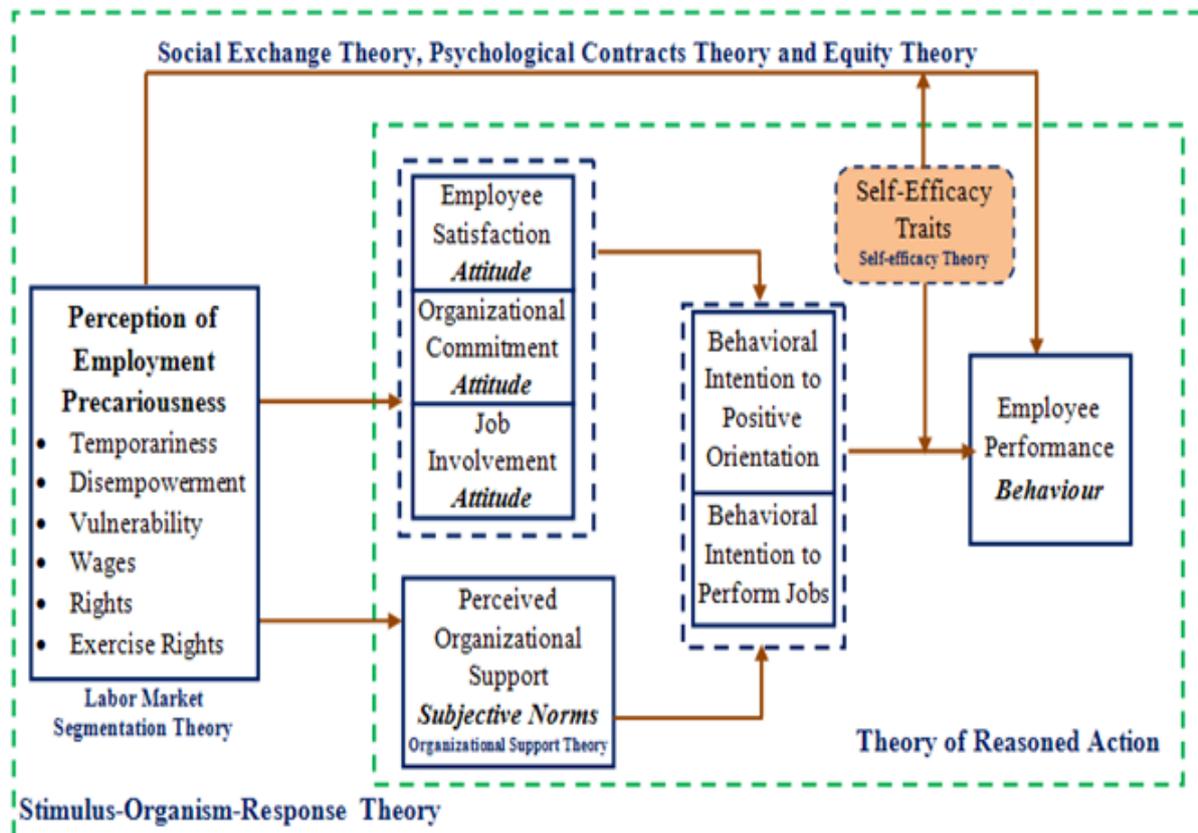
Many studies have investigated the potential positive and negative impacts of several forms of precarious employment on the attitudes and behavioural intentions of employees. As explained by Valverde, Tregaskis and Brewster (2000), Kalleberg (2000), Lewchuk et al. (2011), Natasaputra and Kusumastuti (2014), Behling and Harvey (2015), Lewchuk et al. (2011), as well as, Fischmann et al. (2018), when employees feel insecure or vulnerable due to the precariousness of their employment, they may develop negative feelings towards the organisation where their performance levels, attitudes and behavioural intentions also become unpleasant. However, some scholars including De Cuyper and De Witte (2008) and Wagenaar et al. (2012a, 2012b) found some inconsistencies in the findings reported in the relevant literature. Indeed, the levels of positivity or negativity felt by employees depends on the positive or negative evaluative judgment made about the job attributes or work conditions and terms. Nevertheless, some of the main attitudes affected by the conditions and forms of employment, as reported in the literature include satisfaction, organisational commitment, involvement, perceived organisational support, intention towards positive orientation and intention to perform a job, or duty.

### ***Conceptual Research Framework and Hypotheses***

#### ***Conceptual Framework***

This work will consider the dimensions of precarious employment, various forms of employment, the attitudes of employees affected by employment precariousness, and the performance of those precarious employees. The conceptual research framework is developed through the integration of relevant theories as shown in Figure 3.

**Figure 3.** Conceptual Research Framework



(Source: by the Author)

The above framework is initially derived from the Stimulus (S) - Organism (O) - Response (R) (SOR) model obtained from the field of Psychology (Mehrabian and Russell, 1974). In the context of this research, the behaviour of individuals (i.e., employee performance) is action absorbed or derived from their responses to peripheral stimulus (i.e., employment precariousness) where an organism works as a dynamic mediator of the relationship between stimulus and response (attitudes, norms, and intentions). The value of this concept is based on the fact that it helps to better identify and determine the affective and cognitive bases of individuals before their behavioural responses. Labour Market Segmentation Theory (LMST) is adopted (Doeringer and Piore, 1971) concerning the employment segment considered in this research, i.e., precarious employment, the This is a well-known theory that considers the market or workplace to be divided into two main segments, SER and NonSER; this work extends this theory to include another category of employment to the workplace, that is precarious employment.

The Theory of Reasoned Action is another theory which examines the relationship between attitude, subjective norm, behavioural intention, and behaviour (Fishbein and Ajzen, 1967). In the context of this research, attitude involves satisfaction, organisational commitment and involvement. The behavioural intentions involve intentions towards performing a job and

positive orientation, subjective norms involve perceived corporate support, and behaviour refers to employee performance. Based on the Social Exchange Theory (SET) (Gouldner, 1960), this work considers that employees are more likely to feel satisfied and develop positive attitudes towards the organisation as long as the organisation meets its promised obligations; this, in turn, may influence a higher level of commitment to the organisation and contribute to effective performance .

Furthermore, the philosophy of SET theory also meets in parallel with the concepts introduced by the Psychological Contracts Theory (Rousseau, 1989), where an employee-employer relationship is a form of unwritten contract that implies the importance of balance between productive work and the rewards given by the employer. Thus, employee satisfaction, commitment, involvement and norms towards corporate support are expected to decline as long as they perceive inequality between their contributions and organisational rewards. This is an in-depth understanding of Equity Theory (Adams, 1965) where workers are averse to inequality and compare the ratio of their reward to the organisational contribution, with the corresponding ratio of their co-workers.

As reported in the literature through meta-analysis (Judge and Bono, 2001), self-efficacy is another factor related to employee performance and intentions. Therefore, Self-efficacy Theory (Bandura, 1977) is adopted to examine the moderating role of this factor on the relationship between employee performance and intentions (i.e., intentions towards performing duties and positive orientation). Other relevant theories, as adopted in this work, include Organisational Support Theory (OST) to examine the perceived support provided by the organisation towards employees.

Based on Conway and Briner (2002), earlier studies comparing the work attitudes of full-time and part-time employees found inconsistent and inconclusive conclusions. In addition, Jiang and Johnson (2018) reported that empirical research on the relationship between meaningful work and organisational commitment is largely unsystematic with no standard findings. As maintained by Benach et al. (2016), the ongoing and transformative technological, political, economic, and market changes and challenges make the status, future and impacts of job insecurity and precariousness unknown for many employees in all work domains with different types of employment. Precarious employment has also been reported to be a critical factor that may affect the desired stability and performance of employees (Shoss, 2017). The factors and moderators that mitigate the deleterious impact of job insecurity and beliefs remain unknown (Jiang, 2018); self-efficacy plays a vital role in promoting employee behaviour and performance . This belief is considered to be the foundation of human motivation and intentions to be positively oriented and to perform a job, and for well-being and accomplishments (Bandura, 1977).

### ***Research Hypotheses***

Based on the above literature and conceptual research framework, this work attempts to test the following hypotheses:

- **Hypothesis 1:** Employment precariousness has a negative effect on the attitudes of employees (satisfaction, organisational commitment and involvement) and their perceived organisational support and performance.
- **Hypothesis 2:** The attitudes of precarious employees (satisfaction, organisational commitment and involvement) and their perceived organisational support have a negative impact on behavioural intentions (intentions towards positive orientation and job performance).
- **Hypothesis 3:** Behavioural intentions of precarious employees (intentions to positive orientation and to perform their jobs) have a negative effect on performance.
- **Hypothesis 4:** Self-efficacy negatively mediates the relationship between employee perception of employment precariousness and their performance and the relationship between the employee behavioural intentions (intentions towards positive orientation and job performance ) and their performance.

### ***Contribution and Significance***

This study is expected to contribute crucial insights towards understanding different forms of precarious employment within a specific context, i.e., where the study is to be applied. This understanding may contribute to design improved jobs, labour regulations, and work policies to secure those individuals under this category of employment and consequently secure the economy too. The study is expected to identify different consequences and levels of impacts of precarious employment on employees, i.e., their attitudes, intentions, behaviours and performance. Attitudes and intentions towards organisations and employment conditions, as reported in the literature by thousands of studies, may cause a positive or negative impact on the overall performance of employees. Various characteristics and conditions of employment influence employee attitudes , such as stability, wages, opportunities for growth, rights, empowerment, taking risks, etc. Therefore, this study is expected to provide a thorough understanding of attitudes developed by employees towards their employment within different employment contexts. It is designed to help to develop appropriate policies and employment rules and, consequently, make healthier treatment and maintenance of human resources and capitals within organisations and the overall workplace. Such steps and outcomes are critical for increasing employee positivity and performance .

In addition, understanding the dynamics and interrelations between forms of employment, the employee and Organisation are expected to help in the development of strategies and practices in the areas of human resources and organisational management. The study may also help to



achieve and identify satisfactory social, economic, and psychological needs to build adequate employee-to-employer, employee-to-family and employee-to-management relationships.

### ***Research Design***

This research project targets respondents with different forms of NonSER employments. A survey is developed to identify constructs as illustrated in the research conceptual model and their items using standard measurement scales including: Employment Precariousness Scale (EPRSC) (Vives, 2015), Job Satisfaction Scale (Warr et al., 1979), Organisational Commitment Questionnaire (OCQ) (Allen and Meyer, 1990), Job Involvement Scale (Morrow, 1983), Perceived Organisational Support Scale (Eisenberger et. al., 1986), General Self-Efficacy Scale (GSE) (Schwarzer and Jerusalem, 1995), Positive Orientation Scale (P-OR) Scale (Caprara et al., 2012), Behavioural Intent Scale for performing a job (Slaby and Guerra, 1988), and Individual Work Performance Scale (IWPS) (Koopmans, 2013). The items in the web-based survey for data collection are quantitative measure of the research model construct using a five-point Likert scale. Mostly, educational institutions in higher education will be targeted within Saudi Arabia. For the data analysis, Structured Equation Modelling (SEM) and other statistical tests are applied using SPSS and Amos Applications to identify the relationships amongst constructs and to test the hypotheses. For the time being, this novel project is expected to provide key results where research findings can be applied to different countries and workplaces with comparable contexts to the study .

### **Conclusion**

As reported by numerous studies, this paper confirms that there is no internationally agreed or standard definition measuring tool for precarious employment, and its identification cannot be straightforward . This is due to the fact that employment precariousness can be a multi-faceted and multi-factorial issue and thus should be placed in a specific context to identify its degree, because there are no specific characteristics such as age, gender, income or education, which are sufficient predictors of employment precariousness. This also results from complicated patterns of precarious employment, such as having payment for temporal consultants but less payment for home-workers, or in case of flexible mechanism for job access for self-employment with a ridged mechanism for casual employment. Therefore, the term precarious employment seems to be related to the quality of employment rather than categorised under SER or NonSER.

## REFERENCES

- Adams, Z. and Deakin, S. (2014). "Institutional Solutions to Inequality and Precariousness in Labour Markets," 52, *British Journal of Industrial Relations*, pp. 779-809.
- Almeida, Rita and Carneiro, Pedro, (2009), Enforcement of labour regulation and firm size, *Journal of Comparative Economics*, 37, issue 1, p. 28-46.
- Arnold, D. and Bongiovi (2012) 'Precarious, Informalizing and Flexible Work: Transforming Concepts and Understandings', *American Behavioural Scientist* 57 (3): 289-308.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioural change. *Psychological Review*, 84, 191-215.
- Behling, F. and Harvey, M. (2015) The evolution of false self-employment in the British construction industry: a neo-Polanyian account of labour market formation, *Work, employment and society*, Vol. 29(6), pp. 969-988.
- Benach, J., Solar, O., Santana, V., Castedo, A., Chung, H., Muntaner, C. et al. (2010). A micro-level model of employment relations and health inequalities. *International Journal of Health Services: Planning, Administration, Evaluation*, 40(2), 223-227.
- Benassi, C. and Dorigatti, L. (2014) Straight to the Core – Explaining Union Responses to the Casualization of Work: The IG Metal Campaign for Agency Workers, *British Journal of Industrial Relations*
- Bohle P, Quinlan M, McNamara M, et al. (2015) Health and wellbeing of older workers: comparing their associations with effort, reward imbalance and pressure, disorganisation and regulatory failure. *Work and Stress* 29(2): 114–127.
- Campbell, I. and Burgess, J. (2001): A new estimate of casual employment? . In: *Australian Bulletin of Labour*, 27 (1): 85–109.
- Caprara, G., Alessandri, G., & Eisenberg, N. (2012). Prosociality: The contribution of traits, values and self efficacy beliefs. *Journal of Personality and Social Psychology*, 102, 1289–1303. doi:10.1037/a0025626.
- Carrieri, V., Di Novi, C., Jacobs, R., Robone, S., 2014. Insecure, sick and unhappy? Well-being consequences of temporary employment contracts. In: *Research in Labour Economics (IZA)*.
- Conway, N., & Briner, R. B. 2002. "Full-time versus part-time employees: Understanding the links between work status, the psychological contract, and attitudes", *Journal of Vocational Behaviour*, vol. 61(2), pp. 279-301.



- Culibrk J, Deli ' c M, Mitrovi ' c S and ' Culibrk D (2018) Job Satisfaction, ' Organizational Commitment and Job Involvement: The Mediating Role of Job Involvement. *Front. Psychol.* 9:132
- Dawson, C., Veliziotis, M., Pacheco, G., Webber, D.J., 2015. Is temporary employment a cause or consequence of poor mental health? A panel data analysis. *Social Science & Medicine.* 134, 50e58.
- Day, D. (1952). Poverty and precarity. *The Catholic Worker* (May: 2, 6).
- De Cuyper, N., & De Witte, H. (2008). Volition and reasons for accepting temporary employment: Associations with attitudes, well-being, and behavioural intentions. *European Journal of Work and Organizational Psychology*, 17(3), 363-387.
- De Witte, H., Sverke, M., Van Ruysseveldt, J., Goslinga, S., Chirumbolo, A., Hellgren, J., & Näswall, K. (2008). Job Insecurity, Union Support and Intentions to Resign Membership: A Psychological Contract Perspective. *European Journal of Industrial Relations*, 14(1), 85–103.
- Dvouletý, O. (2018). Determinants of Self-employment With and Without Employees: Empirical Findings from Europe. *International Review of Entrepreneurship*, (16)3.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- Fischmann, Gabriel, De Witte, Hans, Sulea, Coralia and Iliescu, Dragos . (2018), Qualitative job insecurity and in-role performance: a bidirectional longitudinal relationship?, *European Journal of Work and Organizational Psychology*, vol. 27, issue 5, 603-615.
- Fu H, Kleinberg RD, Lavi R, Smorodinsky R(2017) Job security, stability, and production efficiency. *Theoret. Econom.*12(1):1–24.
- Gallie D, Felstead A, Green F, et al. (2017) The hidden face of job insecurity. *Work, Employment & Society* 31(1): 36–53.
- Goldring, L., & Joly, M.-P. (2014). Immigration, citizenship and racialization at Work: Unpacking employment precarity in Southwestern Ontario. *Just Labour: A Canadian Journal of Work and Society*, 22, 94–121.
- Hatfield, I. (2015) *Self-employment in Europe*. London: Institute for Public Policy Research.
- Hermawati, A. & Mas, N. (2017). Mediation effect of quality of work life, job involvement, and organizational citizenship behaviour in relationship between transglobal leadership



- to employee performance. *International Journal of Law & Management*, 59(6), 1143-1158.
- Horesman, J, Marx, I. and Nolan, B. (2016). Hanging in but only just: Part-time employment and in-work poverty throughout the crisis, *IZA Journal of European Labour Studies*, 5(1): 1-19.
- Huang, L., Ahlstrom, D., Lee, A., Chen, S., & Hsieh, M. (2016). High performance work systems, employee well-being, and job involvement: An empirical study. *Personnel Review*, 45(2), 296-314.
- Imhof, Susanne and Andresen, Maïke. (2017). Unhappy with well-being research in the temporary work context: mapping review and research agenda, *The International Journal of Human Resource Management* 29(1):1-37.
- Jiang, Lixin and Johnson, Matthew J. (2018). Meaningful Work and Affective Commitment: A Moderated Mediation Model of Positive Work Reflection and Work Centrality. *Journal of Business and Psychology*, 33, 4, pp 545–558
- Jiang, Lixin. (2018). Job insecurity and creativity: The buffering effect of self-affirmation and work-affirmation, *Journal of Applied Social Psychology*, 48, 7, pp. 388-397.
- Judge, T., Weiss, H., Kammeyer-Mueller, D. & Hulin, C. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *The Journal of Applied Psychology*, 102(3), 356-374
- Kalleberg, Arne L. 2009. "Precarious Work, Insecure Workers: Employment Relations in Transition." *American Sociological Review* 74:1–22.
- Kalleberg, Arne L., 2000, Nonstandard Employment Relations: Part-time, Temporary and Contract Work, *Annual Review of Sociology*, 26:1, 341-365.
- Lain, D., Airey, L., Loretto, W., & Vickerstaff, S. (2018). Understanding older worker precarity: The intersecting domains of jobs, households and the welfare state. *Ageing and Society*, 1-23.
- Lewchuk, W. (2017). Precarious jobs: Where are they, and how do they affect well-being? *The Economic and Labour Relations Review*, 28(3), 402–419.
- Lewchuk, W., Laflèche, M., Dyson, D., Goldring, L., Meisner, A., Procyk, S., Rosen, D., Shields, J., Viducis, P., & Vrankulj, S. (2014). Is Precarious Employment Low Income Employment? *The Changing Labour Market in Southern Ontario*. *Just Labour*, 22, 51-73.



- Martínez, Gabriel, De Cuyper, Nele, & De Witte, Hans. (2010a). Review of Temporary Employment Literature: Perspectives for Research and Development in Latin America. *Psyche (Santiago)*, 19(1), 61-73
- Martínez, Gabriel, De Cuyper, Nele, & De Witte, Hans. (2010b). Review of the job insecurity literature: The case of Latin America. *Avances en Psicología Latinoamericana*, 28(2), 194-204.
- Mcdowell, L., Batnitzky, A. and Dyer, S., 2009, Precarious Work and Economic Migration: Emerging Immigrant Divisions of Labour in Greater London's Service Sector, in *International Journal of Urban & Regional Research*, vol. 33, no. 1, 3-25.
- Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology*. Cambridge, MA, US: The MIT Press.
- Millar, K. M. (2017). Toward a critical politics of precarity. *Sociology Compass*, 11(6), e12483.
- Moscone, F., Tosetti, E. and Vittadini, G. (2016). The impact of precarious employment on mental health: The case of Italy, *Social Science & Medicine*. 158 (2016) 86–95.
- Olsthoorn, M. (2014). Measuring Precarious Employment: A Proposal for Two Indicators of Precarious Employment Based on Set-Theory and Tested with Dutch Labour Market-Data. *Social Indicators Research*, 119(1), pp. 421-441.
- Pauka, Kira, (2015), How does Part-time Work Affect Firm Performance and Innovation Activity?, Working papers, Faculty of Business and Economics - University of Basel.
- Puig-Barrachina V, Vanroelen C, Vivesb A, et al. (2014) Measuring employment precariousness in the European Working Conditions Survey: the social distribution in Europe. *Work* 49(1): 143–161.
- Rogers, Brishen (2015) "The Social Costs of Uber," *University of Chicago Law Review Online*: Vol. 82 : Iss. 1 , Article 6.
- Salessi, S.M., & Omar, A.G. (2019). Job involvement in current research: Update and state of the art, *Psychologist Papers*, 2019. Vol. 40(1), pp. 46-56.
- Schwab, K. (2016). *The Forth Industrial Revolution* (Geneva: World Economic Forum).
- Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*, 43, 1911–1939



- Smith, V. (2013). Good Jobs, Bad Jobs: The Rise of Polarized and Precarious Employment Systems in the United States, 1970s to 2000s by Arne L. Kalleberg; Good Jobs America: Making Work Better for Everyone by Paul Osterman, Beth Shulman (review) , *Social Forces*, 91(3), 1105-1109.
- Standing, G (2011), *The Precariat: The New Dangerous Class*. London UK: Bloomsbury Academic.
- Supiot, A., (1999) 'The transformation of work and the future of labour law in Europe: A multi-disciplinary perspective' 138 (1) *International Labour Review* 31, 33.
- Thörnquist, A. (2015), 'False self-employment and other precarious forms of employment in the "grey area" of the labour market', *International Journal of Comparative Labour Law and Industrial Relations*, Vol. 31, No. 4, pp. 411–429.
- Tucker, D. (2002): 'Precarious' Non-Standard Employment – A Review of Literature. Labour Market Policy Group, Department of Labour: Wellington.
- Van Aerden, K., Gadeyne, S., & Vanroelen, C. (2017). Is any job better than no job at all? Studying the relations between employment types, unemployment and subjective health in Belgium. *Archives of Public Health*, 75, 55.
- Vives A, Amable M, Ferrer M, Moncada S, Llorens C, Muntaner C, Benavides FG, Benach J., 2010, The Employment Precariousness Scale (EPRES): psychometric properties of a new tool for epidemiological studies among waged and salaried workers *Occupational and Environmental Medicine*;67:548-555.
- Vosko, L. (2006) 'Precarious employment: towards an improved understanding of labour market insecurity', in L. Vosko (ed.) *Precarious Employment: understanding labour market insecurity in Canada*, Montreal: McGill-Queen's University Press.
- Wagenaar, A. F., Taris, T. W., Houtman, I. L. D., van den Bossche, S. N. J., Smulders, P., & Kompier, M. A. J. (2012). Labour contracts in the European Union 2000–2005. Differences among demographic groups and implications for the quality of working life and work satisfaction. *European Journal of Work and Organizational Psychology*, 21, 169–194.
- Weil, D. 2014. *The Fissured Workplace: Why Work Became So Bad for So Many and What Can Be Done to Improve It*, Cambridge, Massachusetts and London, Harvard University Press.