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EFFECT OF SHORT TIME AND LONG TIME CONTRACT ON EMPLOYEE
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Short term employment or insecurity in job lead to low production in organization. From Study of journal of many author come to know that as employee stay longer time in organization he try to devote his entire knowledge and experience in the betterment of organization, but if employee is for short time then he try to keep herself away from involvement in organization which lead to decrease in production. Main aim of this paper is to prove that production is directly proportional to job continuity.

I. INTRODUCTION

Our view is that workers determine the productivity process and not only the way they interact with it. Personal ability and attitude to work affect not only worker productivity but also the way the productivity process works and evolves, because some personal knowledge is not kept secret but shared within the firm.

Labor conditions are a key element affecting workers' willingness to participate in the improvement of the productivity process, and the perspective of a short-term relationship reduces such willingness. In this light, firms should benefit from the commitment to long-lasting labor relationships.

Anyway, the worker with a temporary contract would be interested in showing her/his own ability and not in sharing knowledge that the firm could use also after the expiry of the contract.

There is considerable evidence that part-time employees are not as likely to receive similar promotion and training opportunities within the same organization (e.g., Belous, 1989; Tilly, 1992; Zeytinoglu, 1990). Organizations may also expect different contributions from part-timers as a consequence of the organizations' own motives for hiring part-timers, such as to help during the busiest periods (McGregor & Sproull, 1992).

II. SHORT TERM EMPLOYMENT

Among a range of classifications available, short term employment is variously referred to under the titles "contingent" (Belous, 1989, cited in Lips, 1998), "irregular", "non standard", or "atypical" (Bourhis and Wils, 2001) employment. By and large, the terms refer to those who are employed in jobs that do not fit the traditional description of a full-time, permanent job (Brosnan and Walsh, 1996). Short time employment is generally understood to encompass short term employees recruited by short term consultants or agencies which are external to the employer, or those hired directly by the company to be short term employees, contract employees, subcontractors, consultants, leased employees, part-time employees and self-employed.

Psychological Contract:

Organizations' expectations that part-time employees can perform fairly repetitive tasks at the busiest times of the working day may result in part-time employees perceiving their contributions to be different from those of full-time employees in terms of, for example, effort and flexibility. If part-time employees perceive themselves to be treated differently from full-time employees in terms of the inducements they receive and the contributions they give, then this is likely to affect how they perceive their psychological contract.

One such reassessment might be that of full-time, long-tenured employees feeling that their commitment to the organization over the years has not been rewarded and thus feeling that their reward-for-loyalty psychological contract has Work And The Psychological Contract 297 not been honored, resulting in lower job satisfaction. Furthermore, in a study of contingent workers, Pearce (1993) found that the mere presence of contingent employees could reduce the core employees' trust in the organization.

Communication Contract:

Finally, spending less *time* in the workplace through working part-time may result in a reduced number of perceived promises and being less clear about the details of promises made. Previous studies have found that part-time employees experience problems of communication with the organization and of continuity

in workplace relationships (e.g., Feldman, 1995; Godfrey, 1980; Sidaway & Wareing, 1992). Reduced communication and discontinuity of interaction may affect the communication promises.

III. SHORT TERM EMPLOYEEMENT AND ORAGANIZATION

The study found out that short term employment results to: unscheduled turnover in an organization, low staff morale and low productivity. Short-term employment affected productivity of staff in the organization since a lot of time and effort was used in training new employees as their turnover was high. The research also noted that the very nature of temporary employment increases feelings of divided allegiance on the part of temporary workers. This reduces their level of commitment and hence their productivity.

Several authors (see De Cuyper, De Jong, De Witte, Isaksson, Rigotti, & Schalk, 2008) suggest that short term employment may be a source of negative outcomes for both individuals and the organization.

In other European countries, such as Greece, it was also found that costs failed to justify the use of short term workers (Voudouris, 2004). Kandel and Pearson (2001) suggested that short term workers may actually be more expensive to an organization due to increased marginal costs. This was especially noted in relation to the possible reduction of productivity that may result when short term workers take time to learn the job (Allan, 2002).

Short term workers may be less productive due to their time spent in learning new tasks (Allan, 2002). Increased pressure may be placed upon human resource managers or supervisors to induct and train the new short term workers (Allan, 2002). Further pressure may also arise as managers try to control the numbers of staff in accordance with workload (Henricks, 1997).

“Restricted investment” on the part of client firms reinforces feelings of second-class citizenship among temporary employees and has the compounded effect of limiting both involvement in, and identification with, the organization. As a result, temporary workers may exhibit lower levels of continuance commitment toward the client firm than do permanent employees in whom the firm’s investment is not similarly restricted. This may reduce their productivity at work.

Rousseau (1990) noticed that temporary employees seeking a long-term relationship with their organizations, even when maintaining a transactional psychological contract, showed a more “relational” interaction with their employers, resulting in more commitment to the organization. Engellandt and Riphahn (2005) examined why employers use short term agency and contract company workers and the implications of these practices for the wages, benefits, and working conditions of workers in low-skilled labor markets.

The resulting adverse working conditions for the short term employees can cause, as a consequence, a decrease in the worker’s well-being and deteriorate performance at the workplace (Rousseau & Libuser, 1997). In addition, since short term workers are new members of the organization, they have to assimilate procedures and aspects of the organization, becoming another potential source of stress (see De Cuyper et al., 2008). The lack of support from co-workers, supervisors or even the union (De Witte & Näswall, 2003) can also be a source of stress and detrimental to

well-being. The third determinant has to do with the lack of control that short term workers might experience regarding the demands of the employer (or employers).

IV. DISSONANCE LEADS TO DISSATISFACTION

When there is a certain level of discrepancy between the needs of the employee and the reinforcement given by the organization, there will be a change in the employee's behavior in order to reduce the dissonance. Just as it is highlighted by Thorsteinson (2003), the level of dissonance leads to employee dissatisfaction. When the strategies are unsuccessful, the employee eventually quits (Dawis, 2004). Equity theory would predict that short term workers who perform comparable tasks equally as well as their referent coworkers (in this case, permanent employees), but receive lower pay than the coworkers, may respond by seeking to increase outputs or by reducing input efforts in order to restore equity. The potential for such a scenario is high, because short term workers are typically paid less than permanent employees, even for equivalent work (Parker, 1994).

V. CONCLUSION

From the above research we came to know that employee working in the organization short term for short term get less connected to organization, so they unable to maintain communication and psychological contract. They try to hide their skill from other lead to low productivity. From the above discussion it is conclude that productivity is directly proportional to job continuity.

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