

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF TEMPORARY EMPLOYMENT
ON EMPLOYEE PERFORMANCE OF
ETERNAL COMPANY LIMITED

MAY THAZIN HTUN

MBA II – 17

MBA 24th BATCH

MARCH, 2022

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ACADEMIC YEAR (2018 – 2022)

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2018 – 2022

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA)”

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2018 – 2022

ACCEPTANCE

This is to certify that this thesis entitled “**THE EFFECT OF TEMPORARY EMPLOYMENT ON EMPLOYEE PERFORMANCE**” has been accepted by Examination Board for awarding Master of Business Administration (MBA).

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ABSTRACT

The objectives of this study are to analyze the effect of temporary employment on employee performance and to examine the moderating effect of incentive on relationship between temporary employment and employee performance at Eternal Co., Ltd. Both primary and secondary data are used in this study. The primary data are collected using a structured questionnaire from 120 Eternal Company Limited employees out of 173 employees. Employees are selected by using simple random sampling method. Secondary data are gathered from related text books, publications, websites, international dissertations and research papers, company reports and other local MBA research papers. Temporary employment has voluntary motive and involuntary motive. Voluntary motive is a motive that prefer possibilities of freedom. That motive uses employees who like to choose freedom and want to get experiences. Involuntary motive use employees who want get permanent job. According to the findings of this study, both voluntary and involuntary motives have highly significant on employees performance. Among variables of perceived employability, only training is a significant factor on employee performance. Contract duration and contract renewal have positively significant effect on employee performance. As per contract duration, incentive has partially moderated on relationship between contract duration and employee performance. According to contract renewal, incentive has completely moderated on relationship between contract renewal and employee performance.

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	3
1.2 Objectives of the Study	4
1.3 Scope and Method of the Study	5
1.4 Organization of the Study	5
CHAPTER 2 THEORETICAL BACKGROUND	6
2.1 Background Theories	6
2.2 Temporary Employment	7
2.3 Employee Performance	11
2.4 Incentive	13
2.5 Previous Studies	15
2.6 Conceptual Framework of the Study	17
CHAPTER 3 PROFILE AND TEMPORARY EMPLOYMENT OF ETERNAL CO.,LTD	19
3.1 Profile of Eternal Co.,Ltd	19
3.2 Temporary Employment of Eternal Co.,Ltd	22
3.3. Demographic Factors of Respondents	24
3.4 Reliability Analysis	25
3.5 Employee Perception on Temporary Employment	25

CHAPTER 4	ANALYSIS ON THE EFFECT OF TEMPORARY EMPLOYMENT ON EMPLOYEE PERFORMANCE AT ETERNAL CO.,LTD	31
4.1	Incentive	31
4.2	Employee Performance	32
4.3	Effect of Temporary Employment on Employee Performance	32
4.4	Moderating Effect of Incentive Relationship between Temporary Employment and Employee Performance	36 38
CHAPTER 5	CONCLUSION	40
5.1	Findings and Discussions	40
5.2	Suggestions and Recommendations	42
5.3	Needs for Further Research	43

REFERENCES

APPENDIX

LIST OF TABLES

Table	Page
Table 3.1 Manpower	24
Table 3.2 Demographic Factors of Respondents	26
Table 3.3 Reliability Analysis	27
Table 3.4 Motive	28
Table 3.5 Perceived Employability	29
Table 3.6 Expected Employment Continuity	31
Table 4.1 Incentive	33
Table 4.2 Employee Performance	34
Table 4.3 Effect of Motive on Employee Performance	35
Table 4.4 Effect of Perceived Employability on Employee Performance	36
Table 4.5 Effect of Perceived Employment Continuity on Employee Performance	37
Table 4.6 Moderating Effect of Incentive Relationship between Motives and Employee Performance	39
Table 4.7 Moderating Effect of Incentive Relationship between Perceived Employability and Employee Performance	40
Table 4.8 Moderating Effect of Incentive Relationship between Expected Employment Continuity and Employee Performance	41

LIST OF FIGURES

Figure	Page
Figure 2.1 Conceptual Framework of Ongera and Juma	17
Figure 2.2 Conceptual Framework of Anwar, Aslam and Tariq	18
Figure 2.3 Conceptual Framework of Yusoff and Ismail	18
Figure 2.4 Conceptual Framework of the Study	19

CHAPTER 1

INTRODUCTION

Human resource is back bone of every organization. Organization values human resource to meet their organizations' goals. According to the changes of business trend, employees are essential to improve the business world. Since the late 1970s, economic recessions, industrial restructuring, technological change and an intensified global competition have dramatically changed the nature of work (Howard,1995). Restructuring, layoffs and rightsizing are operated in most industrialized countries to reduce labor costs and improve competitiveness. Millions of employees have been hired on contracts. Organization chooses the flexibility employment to manage and improve their businesses. Employees value their ability, productivity and improvement. They choose the flexibility employment to improve their personal needs.

Employment is classified two types as per changing the business trend. There are permanent and temporary types of employment. Employees choose employment types which one they want to prefer. Organization also classified types of employment that can fit with their organization needs. Permanent employment has positive effects on employee performance and also temporary employment too. Temporary employment increases the opportunities of more profitable and freedom of job but increase job finding rate. Permanent employment has job security, stable income and release job finding rate. In Europe, temporary employment is dramatically increase from the last decades. Almost organizations also use temporary employment to give prospective employees as trail run before permanent employment (International Labor Organization,2013). However, Employment is essential factors in business world to improve employee performance.

Employees are more preferable flexible employment that makes them to be freedom in the developed countries (Ongera and Juma,2008). Temporary employment is an employment situation where an employee is expected to remain in a position only for a certain period of time. It is based on the contract that is cost reduction unnecessary processes. Temporary employment has motives, perceived employability and expected employment continuity. Motives are the choice for employees' personal needs that they want freedom or permanent job.

Motives for temporary employment are classified into voluntary and involuntary motives (Tan and Tan,2002). Perceived employability is employees' perception of their

possibilities of obtaining and maintaining employment (Berntson and Marklund,2007). Expected employment continuity is temporary employees' perceived employment future beyond the conclusion of their current contract. Temporary employment is more preferable choice for organization and employees. For organization, selection is important and difficult process to be completed. Employee selection process can be distinguish depending on the types of position from simple to complicated process. Selection is choosing the employees who fit with the organization goals and needs.

Organization must find the people who have same goal with organization's goal. In human resource management, good selection and placement decisions are main part of their success. For employees, they need to choose the suitable job with their desires. Depending on their desires, they need to choose type of employment. In developing countries, both types of employment are equal in labor market. The changes of culture, people prefer the freedom whatever they want to do. That become people to be more creative and innovative. In business, organization is more preferable innovative and creative employees because they need to compete with competitors. Organizational striving for functional and numerical flexibility has resulted in demands for new types of skills as well as in charges in employment contracts.

Organizations use job agencies to save time, cost and avoid unsuitable person. Organizations can also hire the temporary employees from the agencies because agencies enjoy economics of scale and can recruit and screen employees more cheaply. Temporary employees are also used as a means of accessing valuable knowledge for new services and for high quality products which is reflected in increased revenues.

To emphasize employee performance, the bound between organization and employees are import and crucial. Organizations give symbolic incentive to employees who value equal opportunity in working that satisfied and committed. That is a reason that incentive become the motivational facts for employees to improve performance. Almost employees value appreciation programs, gratifying jobs and flexible working hours with personal needs. They expect the rewards that the work they done, fair wages and overtime fees. Depending on their perceptions, the type of incentive that they need is different.

Nowadays, employee performance is a critical role in every organization. Organization maintains their employees to be good performance that become the market leader. Organization can be developed by improving employee performance that involve efficiency, effectiveness, quality, productivity, quality of work life, innovation and profitability (Sink, 1985). Employee's performance is a function for ability and motivation

(Armstrong,2009). It is considered as a multidimensional concept including all aspects related to that organization's success and activities. Coens and Jenkins (2002) noted that employees' efficiency is key in measuring performance. Therefore, temporary employment is directly effective with improving employee performance and incentive is the moderating factor for temporary employment and employee performance.

Eternal Co., Ltd is founded in 2007 and aims to develop the most advanced distribution system and network to be a leader in distribution channel. Eternal Co., Ltd imports and distributes the oil and lubricant products, battery, chemicals, spare parts and K2 car care products for automotive sector. The company has 5 branch offices and its situated in Yangon, Mandalay, Naypyidaw, Lashio and Pharkant with over 200 employees.

1.1 Rationale of the Study

As the changes of business trend, the role of temporary employees is dramatically growing from the last decades. Roughly one out of four person works as a temporary employee in America. Roughly one person out of 10 is employed using temporary employment in South East Asia, (Ongera and Juma ,2008). Today's, temporary employees work in a variety of executive, managerial, professional and technical positions. According to Matusik and Hill (1998), highly skill professional and technical experts are more preferable temporary employment which create new and specific knowledge within the organization that is especially valuable in dynamic and competitive industries.

Temporary labor market varies widely and includes individuals' motivation which one they prefer to do. Voluntary motive for temporary employment is greater chance than permanent employment in when and where to work. Temporary employees can get permanent job by stepping involuntary motive. Temporary employees are generally paid for their higher productivity by organization. Employees get the profit from their work productivity that they can do as much as they can. From the organization side of view, the benefit of using temporary employment can reduce delay work done, get the better performance employees and release large tax liabilities.

Using temporary employment is also faced with some challenges. There are lack of job security and loyalty depending on individual concept. Some expect secure position with job certainty. Job insecurity is a subject of experienced stressor which may be divided into different dimensions. Job insecurity is an individual's expectation about continuity in a job situation. It is related to potential outcomes such as employee performance. For employees, they feel lack of job insecurity that become impact of downing employee performance. When

employees feel insecure in their job, they cannot do their job effectively and efficiently. Gachunga (2008) stated that organization prefers using temporary employment because it allows the depoliticization of hiring and dismissal that is easier for organizations to avoid labor legislation and the rights gained by trade union.

In Myanmar, using temporary employment is increased after coming foreign investment companies. Using temporary employment which can minimize the cost, achieve more flexibility in management and exert greater levels of control over labor. Organizations require the skillful employees who are able to lead and match for their goals. Nowadays, organization value employees' requirements to fulfill their satisfaction and increase performance.

As giving flexibility and reducing overall staffing costs, temporary employment is popular with employers. Temporary jobs increase the opportunities of more profitable job. Naturally, organizations use permanent employees. However, as of their nature of the organization, some organizations use permanent employees and/or temporary employees. This study wants to know the performance of temporary employment because the performance of permanent employees has been studied in many research papers.

Distribution industry is very wide and competitive in Myanmar. Eternal Co., Ltd focuses customer needs and want to fulfill with best service systems. The company needs the productive employees to fulfil customers need on time. To lead in the market, employees have the good service and enough product knowledges. The company needs the employees who fit with their targets and goals. Temporary employment has limited work duration. Using temporary employment can choose the employees who fit with the company's goals avoiding legal issues. That is one of the facts to prefer temporary employment in Eternal Co., Ltd.

The company has used temporary employment since 2018. Therefore, this company is chosen to understand the effect of temporary employment on employee performance. The result of this study would show how the performance of temporary employees at Eternal Co., Ltd.

1.2 Objectives of the Study

The objectives of the study are as follows.

1. To analyze the effect of temporary employment on employee performance at Eternal Co., Ltd;
2. To examine the moderating effect of incentive on relationship between temporary employment and employee performance at Eternal Co., Ltd.

1.3 Scope and Method of the Study

This study focuses on the effects of temporary employment on employee performance of Eternal Co., Ltd. This study uses analytical research method. Both primary data and secondary data are used in this study. Primary data are collected from 120 employees out of 173 employees by using structured questionnaire with 5 points Likert scale. The secondary data are collected from previous research papers, published journals, relevant textbooks, international thesis and the company's reports.

The employees are selected by using simple random sampling method. To analyze the collected data, descriptive and multiple linear regression analyses are used. The data is collected during November and December 2020.

1.4 Organization of the Study

This study is organized by five chapters. Chapter one is an introduction section which includes the rationale of the study, objectives of the study, scope and method, and organization of the study. Chapter two consists of the theoretical background on temporary employment and employee performance. In chapter three, profiles of respondents, temporary employment, demographic profiles and reliability analysis are presented. Chapter four consists of the effects of temporary employment on employee performance. Chapter five is conclusion chapter which including findings, discussions, suggestions and recommendations and needs for further research of the study.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter reviews with the background theories and given an overview of the concept of temporary employment, incentives and employee performance. This chapter also consists of previous studies related to temporary employment and employee performance. The last section of the chapter is the conceptual framework of this study developed by studying previous studies.

2.1 Background Theories

The use of temporary workers is increasingly becoming a permanent feature of the current workplace. The role of many temporary workers is dramatically different from past decades. Employees can experience different types of motivation with respect to their work.

Self-determination theory describes two forms of motivation (Ryan & Deci,2000). These are autonomous or controlled. Autonomous motives relate to intrinsic needs like competence and relationships. Extrinsic needs like money or power are related to controlled motives. The voluntary motive is assessed, by referring to the possibilities for freedom that temporary work may offer (Tan & Tan,2002). This resembles autonomous motives as described by (Ryan & Deci ,2000), in that the activity is accepted because of its value to the pursuit of personal goals. The controlled motive denotes a forced acceptance of an activity to avoid another undesired activity (Gagne & Deci,2005), as in the case of a bad labor market that forces workers into temporary employment.

Equity theory is concerned with the people's perceptions of how fairly they are being treated in their organizations (Adams,1965). Temporary employees receive lower pay than the permanent employees even if temporary workers perform comparable tasks equally as well as the permanent employees. According to the equity theory, the temporary employees may respond by seeking to increase outputs or by reducing input efforts in order to restore equity.

Social exchange theory mentions the importance of workplace relationships (Homans ,1958). Social exchange theory is applied to the workplace to explain employee interactions. Some researchers extended their work to the analysis of power and dependence, social networks, reciprocity, fairness, social cohesion, and solidarity. This theory is used as the framework of predicting employee commitment, employee motivation and desire to remain with the organization of human resource management practices.

2.2 Temporary Employment

Temporary employment refers to jobs for which the individual does not have a contract for long term employment at the organization in which one is currently employed according to (OECD,2002, p.170). It includes pre-determined termination date and adjust greater flexibility on workforces. Depend on Tan and Tan (2002), temporary employment is a way to avoid unemployment. The employees who want to be flexible working condition and need opportunities for growth and development choose temporary employment.

Temporary employment is also a stepping stone when to get permanent job and raises the profit of company. It is also an efficient way of human resources management according to (Gimeno & Benavidez,2002). It is a proper way of getting experiences in a particular field and gaining new skills. It reduces financial costs and helps unemployed person easier to integrate the labor market.

For employees, using temporary employment, it has an opportunity to advance career development, gain experience and new skill in a challenging environment, and test and use specific skills in various organizational contexts. For employers, using temporary employment is an effective business strategy based on (Bartkus E ,2007). It is an opportunity to manage flexibly and boost reputation within the community.

Euro found report (2016) pointed out temporary employment has been growing at least three decades crossing many Europe countries. The growth of temporary employment starts from the mid of 1980s. It becomes more dominant in America rising the internet and the ‘gigi economy’. The ‘gigi’ economy is a becoming labor market for the dominant of short-term contracts or freelance job substitute by permanent job.

The employee who are skillful and productive are valued in every industry. Employee choose flexible type of employment depending on their personal needs. Organization prefers flexible employment system to manage well and target their goals.

2.2.1 Motives for Temporary Employment

For temporary employees, a main factor to guide how long spending in temporary work is their perception. There are two kinds of motives that are voluntary and involuntary motives. Tan and Tan (2002) pointed out portray six classifications to structure motives for choosing temporary employment; family (flexible working hours to spend more time with family), economic incentives (expected income to support family), self-improvement (experiences to gain new skills and to do different tasks in different organizations), personal

preference (freedom and less stress), more prefer permanent job (job security) and inability to find permanent job.

(a) Voluntary Motive

The voluntary motive refers a possibility of freedom that are offered by temporary employment based on (Tan & Tan,2002). Employees who have voluntary motive accept temporary employment for a diverse set of motives that get opportunity learning from various jobs and organization or to explore labor market and career opportunities in the near future according to (Cuyper & witte ,2008). That motive leads employability development to wellbeing and optimal functioning. These kinds of employees seek challenges by their job, instead of organization they work according to (Allan & Sienko,1998).

The organization provide autonomy, high salary and different interesting project that satisfied the psychological contract of an employee who want to prefer freedom. These kinds of employees prefer less strong relationship with organization for their needs and concept their experiences as a positive and meaningful milestone during the temporary working period that improve their performance efficiently.

They need the practices of sharing information and participation process as development career motive to learn from the future projects and specialist colleagues within an organization. That kind of employee value organizational obligations as providing training, supervisory support (coaching and providing feedback), career development support and opportunities to build up work experience rather than permanent position until they don't have job security. If organization don't provide career development motive to these employees, their performance will turn to worse and occur turnover (Liden et al.,2003).

Voluntary motive is occurred by young employees and female employees. They need to be more freedom because of family and personal motives. Previous studies showed that women are over-represented in the temporary workforce (Casey & Alach,2004). That studies proved female employees are dominant in the voluntary temporary employment. Almost freelance & technicians use voluntary temporary employment.

(b) Involuntary Motive

Involuntary motive is a motive to transfer permanent job after involuntary employment within same organization in the near future. Employees who have involuntary motive use temporary employment as a step of milestone to get permanent job. They train themselves to be more productive, develop marketable skills, get well performance and specialist job experience to secure permanent position in this organization (Freese & Kroon,2013).

Involuntary employees have highly motivation to get permanent position that motivation make them to be high skill of performance. This motives value getting permanent job as a motivation. This motivation make employee to have commitment. They believe to get stable position and income after the period of temporary employment. If organization don't offer a permanent position within an acceptable duration to involuntary employees, they may feel it as a breach of psychological contract, down the motivation and less interest in their job that can be low levels of performance. Because this motive is directly related with employee performance. This can be related to a developing frustration with transient paintings as they watch for a greater everlasting possibility to arise which would have an effect on their position performance (DeCenzo & Robbins,2010). Involuntary motive occurs almost male employees than female. Comparing with the elder employees and younger, elders are more prefer involuntary motive because of their family.

2.2.2. Perceived Employability

Koene and Riemsdijk (2005) pointed out that employees who have positive attitudes and behaviors were dependent on organization's recognition of their specific needs. It emphasizes an individual's chance of a job in the internal or external labor market. It is good for organization when employees feel secure highly employable compared with less employable employees report higher in role performance and more helping behavior when they feel relatively secure. It is more important to voluntary motive employment. For involuntary temporary employees are more motivated to receive permanent employment with the current organization so that job security is more important than perceived employment for them. Forrier and Sels (2003)concluded employees who use temporary employment in an effort to intensity their employability in the interest of compensating the lack of job security.

High employable chance of employees may expound their job situations more emphatically than less employable chance of employees. They don't need to concern about their future career if they have highly chance of employability. Berntson and Marklund

(2007) pointed out perceived employability is employees' perception of their possibilities of obtaining and maintaining employment.

(a) Training

Training is essential step for every organization. Employees need to train the process and relative knowledge of current working organization. They are trained in group discussion and communication techniques to proficient their responsibilities. Training process differ on the organization plans and goals. Depending on the job responsibilities, training period are different. Organization train employees to fit with their working strategy. Employees value any kind of training that can improve career development. According to the changes, technical trainings are needed to every level of staff. Superior train them to set realistic goals to perform efficiently. Successful training programs are positive impact of employee performance.

(b) Experience

David and Houseman (2009) stated that temporary employment is an alternative and genuine way of gaining experience in working based on. It is the initial step for getting experience. Job seekers and fresh graduated persons accept temporary employment to develop qualification and get experience in various work environments. G.S.Parker (2002) claimed that temporary employees participate in decision making processes and take responsibilities that can be positive impact of performance. Experiences get from working can be achievement and requirement for next level of job.

(c) Knowledge, Skills and Abilities

Employees get the high chance in looking jobs when they have adequate knowledge, skills and abilities. Employees who have involuntary motive apply the knowledge, skill and abilities to step permanent position. Voluntary motive employees are no loss to gain these facts.

2.2.3 Expected Employment Continuity

Expected employment continuity is temporary employees perceived employment future beyond the conclusion of their current contract. It is the reason for temporary employees may be unsure about their employment extension or end of their employment with current organization based on the contract. This contract can have positive effect on

employee performance because employees perceive the rehiring probability depends on past performance. According to De Cuyper and colleagues (2008), employee performance may be accommodated towards the end of temporary employment contract. Depend on personal needs, contract continuity can differ. The involuntary employees view contract continuity to a step of transferring stable job. Voluntary employees accept employment continuity as a preferable system in employment.

(a) Contract Duration

The limit period of working in organization as the agreement between employees and employers is the duration of contract. It can be effective way for both sides. It can decide the exact time of employment for employees to renew or exit contract. On the other hand, organization can reduce unnecessary problems related with unqualified employees. Contract duration can be at least 6 months to 1 year. Almost organization regulate 1-year contract after probation period. Depending on the rule, regulation, and requirement, contract duration can limit from organization. In contrast, employees can choose the contract duration on their personal needs. Managers use contract duration as a tool of threat or motivation factor for employee performance.

(b) Contract Renewal

Contract renewal motivates employees to be more effort to build up the chances of contract renewal. Depending on renewal rate, organization can examine their organization regulations. If renewal rate is low, organization need to invest more in specific human capital. Contract renewal process is effective when employee perceive it as indicator of performance. They emphasize their past performance when they need to continue in this position. These factors cause temporary employment directly effect on employee performance.

2.3 Employee Performance

Employee performance implies individual's work accomplishment after applying required exertion on the work which is related through getting a meaningful work, locked in profile, and compassionate colleagues/employers around. Employee performance is an individual's ability to describe their effort (Bourguignon,1997). It is difficult to define, however there are ways to describe. It is a comparison of the actual, planned goals and objectives. The other is the accomplish of goals and objectives of the organization fixed duration. Performance can compare the work done in the past with the efficiency of current

employee performance at work place. There are so many things to improve employee performance that is careful selection and training, incentives system that depend on employees' expectation. Job security, objective hiring, need based training, a status reduction barrier between managers and workers, self-managed teams, performance-based pay, information sharing, employees share ownership program and team building activities are human resource practices to aim improving employee performance.

Employee performance divides into three parts; task, adaptive and contextual performance. Task performance have task knowledge (to handle multiple job assignments), task skill (to finish task efficiently without supervision) and task habit (to respond assigned job with talented ability). According to Borman and Motowidlo (1997), task performance fulfils ability to efficient deal with the changes of work situation. Therefore, employee needs to know organization's vision. Baard et al.,(2014) opined that an effective adaptive is employees' update their interpersonal skill according to the changes of work condition to work successfully with the wide range of peers and subordinates. Contextual performance is an individual relationship with colleagues which goes beyond just doing a job and contributes to an organization's effectiveness. It is sharing employees' issues and problems each other friendly within an organization. It is a kind of voluntary motive to create a stimulating culture and climate of the organization which aids in achieving individual productivity and organizational effectiveness.

An employee's performance is a multidimensional concept of organization's activities and success. It involves efficiency, effectiveness, quality, productivity, quality of work life, innovations and profitability (Sink,1985). Efficiency requires utilization of input and doing things right. Coens and Jenkins (2002) pointed out that the main indicator of employee performance is efficiency. Being efficiency can be defined when employee must do working productive and efficient rates within a certain period of time. Employees should overcome time and resources constraints and limitations in an organization to be efficient. Based on Johnson and Kaplan (2007), managers are able to use their ability and decisions to assign resource for employee performance be efficient in an organization. Productivity can be defined the output of quality and quantity of products and service during a production process. Quality of work can measure the work output percentage. Organization cannot be do competition without innovation. Innovative thinking related with creativity. Creativity is the one of the indicators of performance that is not easy to examine. Managers should track the ways of creativity come from employees. Effectiveness is the outcomes and benefits of

organization's objective and customer needs. Profitability is the relationship between revenue and cost of organization.

To analysis employee performance, tracking at work place is essential fact to an organization. Employees need feedback of their growth and achievement to analysis their performance. From attendance information and statistics measure growth of employees in an organization. Reviewing their attendance can determine the level of employee performance. For example, if an employee has low level of attendance, it shows low mole or poor health of performance in an organization.

Franco et al.,(2002) founded that internal motivation have the effect of employee performance, however, internal factors such as necessary skills, intellectual capacity and resources to impact doing the job clearly. To meet the required standard of employee performance, employers provide appropriate working conditions. Motivation is the fact of improving performance.

Job security reflect on performance and productivity of employees. Wang et al.,(2015) analyzed the relationship between job insecurity and performance and then found increasing job insecurity impact on low level of performance. Job security is a fear of losing current job. Nikolaou et al.,(2002) revealed that job security has the efficient effect on job satisfaction a productivity for all genders at seven EU countries.

2.4 Incentive

Incentive is a system to promote employees' specific actions or behavior a certain period of time. Its program is used as motivational factor in management according to (Torrington et al, 2008). Employees expect equal and fair incentive system. Incentive differs on type of employee motive. Involuntary employees want monetary and non -monetary incentive and voluntary employees is more preferable on non-monetary incentive. Incentive is all monetary and non-monetary rewards received by the performance of jobs.

Monetary incentive gives the direct satisfaction of employees and non-monetary incentive help to get the recognition of employees that motivate employee performance. Monetary incentive can boost employee motivation and non-monetary incentive are also effective motivator. Monetary incentive refers incentives paid as money. Money is a moderator to satisfy employees. Common use of money as incentive are wages and salaries, bonus, overtime allowance, medical reimbursement and installment systems. Money is vital role in psychological and social needs to get employee satisfaction, it is recognized as a basic of status, respect and power. That can be a help the social needs of people. If employees

satisfied social and psychological needs, they motivate to do their job. Management team need to analysis and provide wages and salaries to compete with other organization in the labor market (Ulrich & Lake,1990). Monetary incentive includes base pay, profit sharing, gain sharing, benefits, initiative reward and special reward. Except from benefits and special reward financial incentive are typically paid as money. Basic pay is a typical pay to employee by collective labor agreement. It is not essential role to motivate performance at upper organizational level but lower level fulfills social needs. Profit sharing is shared organization pre -tax profit to employee as a proportion. Gain sharing include different goals as economic key ratios. Gain sharing creates a stronger attachment between pay and performance than profit sharing. Initial rewards encourage employees to develop work and their job. Special reward are non-monetary tangible rewards that form from unexpected bonus plan. Monetary incentive is more delightful for employees who have high need for achievement and higher self-efficiency feeling.

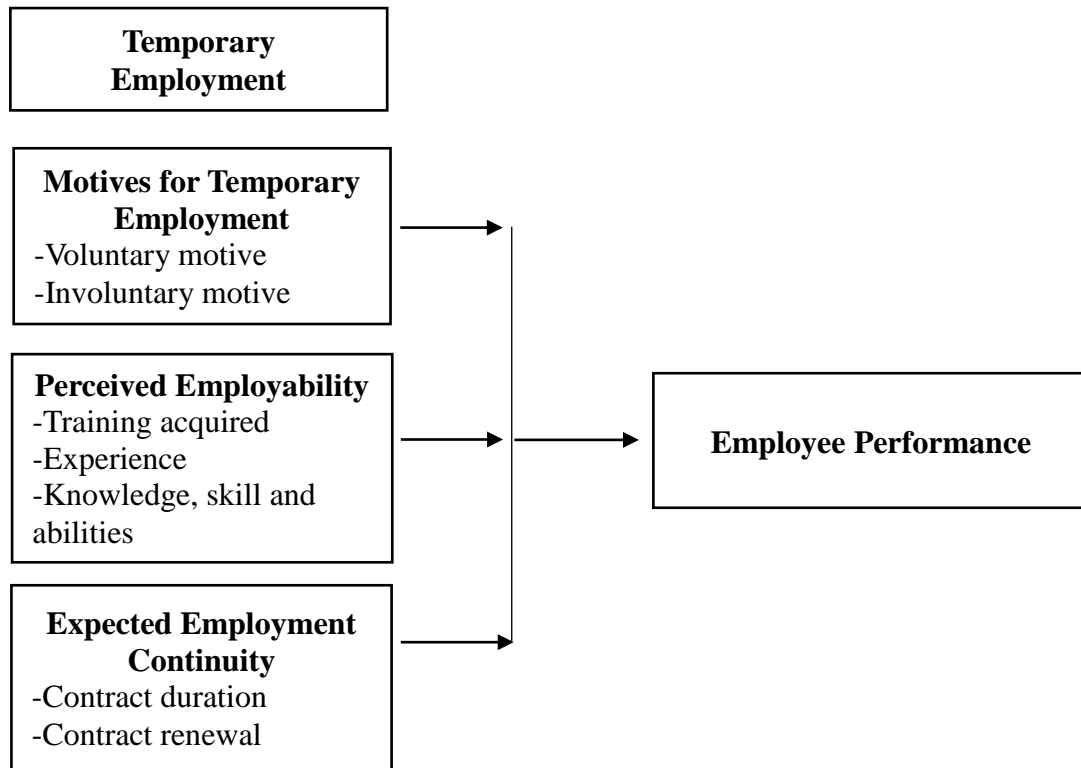
Non-monetary incentives involve feedback, recognition, participation and permanence of the employment. Feedback is an efficient way to motivate employee and social recognition is delivered by managers with verbally that improve employee performance (Stakovic & Luthans, 2001). These researchers found that feedback increased 20 percent of employee performance. It gives employees to set and attain goals. It is a vital role to improve employee performance based (Gerhart & Parks,2005). Klugeri and DeNisi (1996), mental tasks feedback enrich performance more than physical tasks feedback. Negative feedback gives more improvement of performance than positive feedback. It indicates that managers interested their performance. It generates more satisfaction in employees' mind. New employees need feedback than old employees to learn organization's goal. According to Locke (2004), decision making process and taking responsibilities is an important metal support of job satisfaction. According to (Katz,1998), effect of participation on satisfaction is dependent on employment duration. Recognition is a personal attention that show interest, approval and appreciation. According to Maslow (1943), recognition motivates and satisfies individual need for esteem.

Cohen & Cohen (1983) found that incentive is a positive impact on employee performance. According to Anwar & Aslam (2011), incentive has positive correlation with employee performance. They concluded that temporary employment and incentive have positive correlation. Incentive is strong indicator of performance (Naqbi et al, 2018). Therefore, incentive relates to employee performance and temporary employment.

2.5 Previous Studies

There are many previous studies related to temporary employment, employee performance and incentive. The followings are research papers appropriate to this study. Three previous research papers are used to develop the conceptual framework of this study.

Figure (2.1) Conceptual Framework of Ongera and Juma



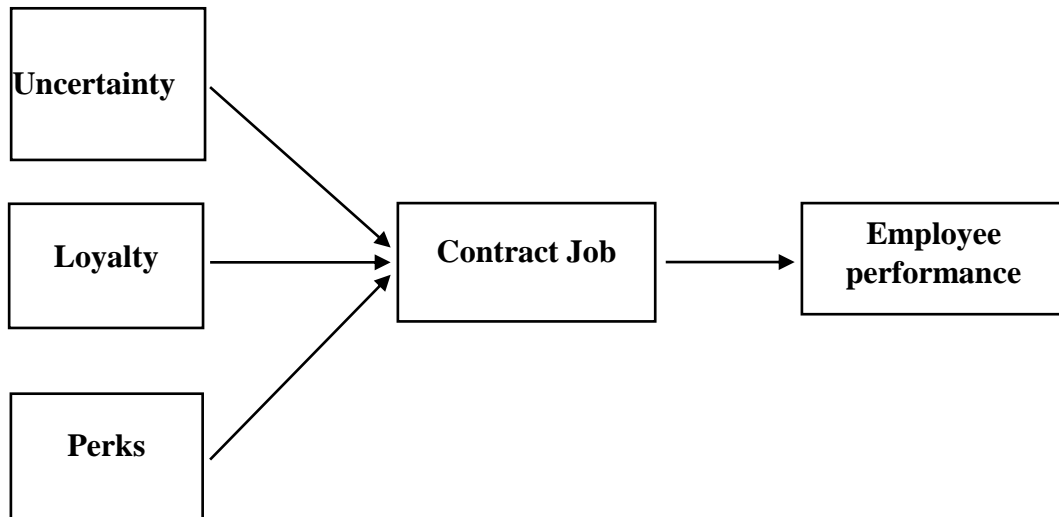
Source: Ongera and Juma (2008)

Ongera and Juma (2008) studied “Influence of Temporary Employment on Employee Performance: A Case Study of Safaricom Limited”. The purpose of the study was to examine the influence of temporary employment on employee performance at Safaricom Limited. The sample size was 97 respondents. The study found out a positive relationship between temporary employment and employee performance and promoting the employability of the employees through coaching and work autonomy and enhancing their employment continuity through contract renewal by the company. Figure (2.1) shows the conceptual framework of Ongera and Juma.

Anwar et al., (2011) conducted the research paper of temporary job and its impact on employee performance. The aim of research paper is to find how dependent variable employee performance relates to independent variable contract job with facets of uncertainty,

loyalty and perks (incentives). A sample of 82 employees of different categories in organization has been selected. Figure (2.2) depicts the conceptual framework of Anwar, Aslam and Tariq.

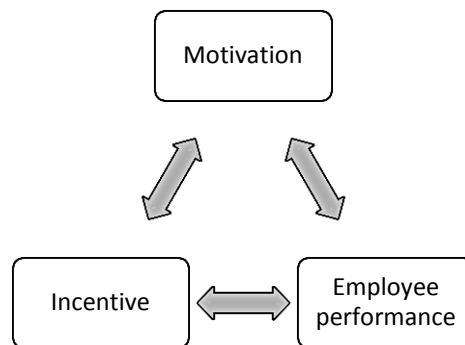
Figure (2.2) Conceptual Framework of Anwar, Aslam and Tariq



Source: Anwar, Aslam and Tariq (2011)

The research concluded that performance has positive relation with loyalty and incentives but negative with job uncertainty and loyalty shows positive relation with incentives and negatively related with uncertainty.

Figure (2.3) Conceptual Framework of Yusoff and Ismail



Source: Yusoff & Ismail (2018)

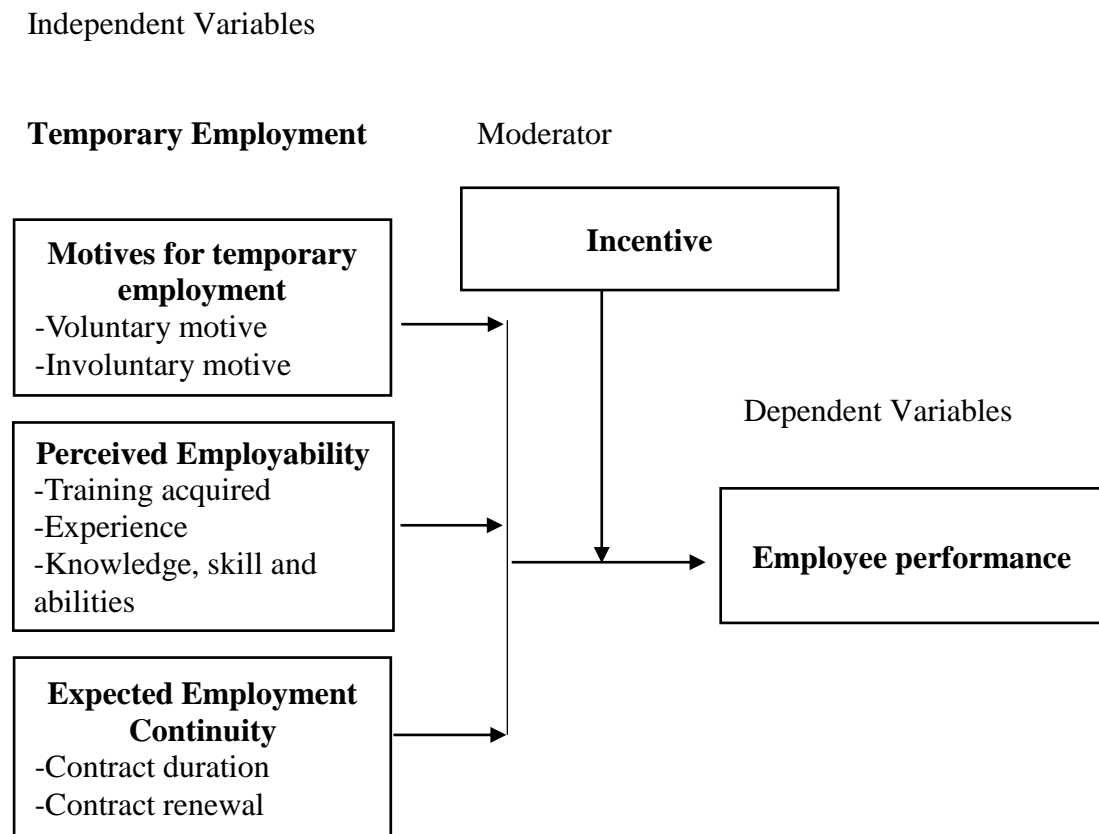
This research shows the mediation model of incentive, motivation and employee performance. Incentive system is a strong predictor of job performance. It is mentioned that

employee performance is improved according to the efficient incentive and strong motivation. This study concluded that positive correlation and association between incentives system and performance as well as between motivations and performance.

2.6 Conceptual Framework of the Study

In order to meet its objectives, the development of conceptual framework for this study is based on two research papers in the previous studies. Figure (2.3) illustrates the conceptual framework of this study. This study explores how temporary employment effects on employee performance and the moderating factor of incentive effects on temporary employment and employee performance.

Figure (2.4) Conceptual Framework of the Study



Temporary employment is an independent variable including motives of employment, perceived employability and expected employment continuity. Motives for temporary employment has two variables: voluntary and involuntary motives. Training acquired, experience, and knowledge, skill and abilities are included in perceived employability. Expected employment continuity has two variables of contract duration and contract renewal.

Incentive is moderating factors. It has two variables that are monetary and non- monetary incentive. Employee performance is dependent variable that has three variables.

CHAPTER 3

PROFILE AND TEMPORARY EMPLOYMENT OF ETERNAL COMPANY LIMITED

This chapter consists of the profile of Eternal Co., Ltd in which includes the background of Eternal, the extensions of branches, the vision, mission and slogan. In addition, temporary employment used by Eternal Company Limited, profile of respondents and reliability tests are also presented in this chapter.

3.1 Profile of Eternal Company Limited

Eternal Co., Ltd is a distribution company that has founded since 2007. The Aim of Eternal Co., Ltd is to develop the most advance distribution system and network to be a leader in distribution channel. The vision of Eternal Co., Ltd is to build total brand value by innovation to deliver customer value and customer leadership faster, better and more complete customer service through continuous improvement driven by the integrity, teamwork and innovation. Mission of Eternal Co., Lt is to lead the distribution industry in Myanmar with high quality of products and customer service meeting with the needs of community today. The value of Eternal Co., Ltd is ethics, professionalism, integrity, quality of service, innovation and trust. These values are implemented in every aspect of the company and combined with our deep understanding of the market.

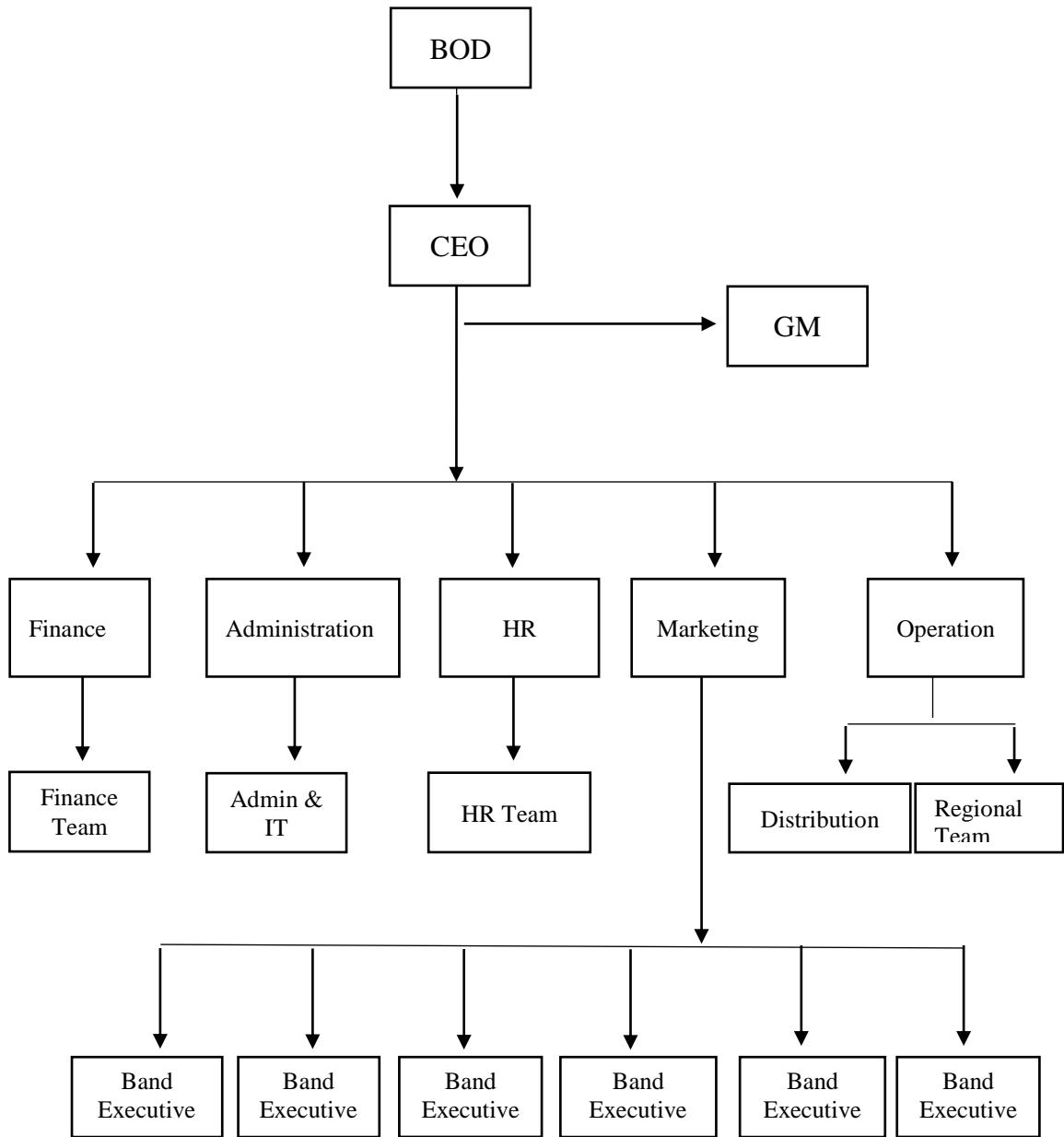
Eternal Co., Ltd mainly operates with the distribution of imported automotive products as K2, JOINT FUJI, KIXX, GS OIL, YUASA, DRB, NTN and MAHLE. The company distributes these products to the whole country. Eternal Co. Ltd is a sole distributor of YUASA started from 2015 April. By using high grade raw material combined with advanced manufacturing technology experience, Japan standard quality control and services are trusted by all customers. The company mainly imports Automotive Conventional Battery, Automotive Maintenance Free Battery and Industrial Battery and also intends to import Motorcycle conventional Battery and Motorcycle Maintenance Free Battery. Main customers are the users of TOYOTA, NISSAN, ISUZU, SUZUKI, YAMAHA, HONDA and TOYOTA HILUX VIGO who are using YUASA battery as an original battery. Eternal Co., Ltd has over 150 agents for distribution of YUASA battery.

The employees are knowledgeable professional with ample experience in the sales, marketing and distribution business. The company constantly provides required training and supports to sale force to penetrate the market.

The company has a good distribution and marketing network of more than 20 sales and marketing representatives as well as a wholesale and chain of local shops. The distribution of products is operated by a highly experienced team consisting qualified employees with diverse backgrounds and skills. Eternal Co., Ltd provides their customers with qualified products with warranty and good customers services. Customer service in Eternal., Ltd is the valuable service with qualified employees who are able to explain about the products enough knowledge.

Eternal Co., Ltd is organized of five departments consisting finance department, administration department, human resource department, marketing department and operation department. The CEO is in charge of Eternal Co., Ltd. All departments are controlled by general manager. Each department head reports to general manager daily and weekly. General manager has authority to make decisions. Administration team, HR team, marketing team, operation team can report directly to CEO when happening the urgent case. Administration team includes IT staff and Admin staff. Administration manager has the duty to run smoothly the necessary of office. Finance manager needs to review the company performance. Human resource manager supports the employee needs to match with organization goals. Marketing team includes each brand executive who can promote their product. Operation team have branch managers and distribution team members. Operation team and marketing team take responsibilities to distribute the product to the market.

Figure (3.1) Organization Structure of Eternal Co., Ltd



Source; Eternal Co., Ltd (2020)

As the nature of the company, Eternal Co., Ltd is using both temporary employees and permanent employees. There are 173 employees who are currently working in five major departments. The manpower according to the specific departments in Eternal Co., Ltd is shown in Table (3.1).

Table (3.1) Manpower of Eternal Co., Ltd

No.	Department	Number of Employees	Percent of Total Employees
1	Finance	15	8.6
2	Admin	31	17.9
3	HR	12	6.9
4	Marketing	75	43.3
5	Operation	40	23.1
	Total	173	100.0

Source: Survey Data (2020)

Among of these departments, marketing department has the most portion of employees because it embraces many brands. The company organizes one brand for each brand executive with sale and marketing team.

3.2 Temporary Employment used by Eternal Company Limited

Eternal Co., Ltd uses the flexible management system as temporary employment since 2018. The company values the motivated and talent employees who match with their organization goals. The working period of temporary employment in Eternal Co., Ltd depends on the maturity of labor contract. The duration of contract is classified by the type of position. The contract duration of entry level employees is at least six months to one year after their probation period. The middle level employees are contracted at least one year depending on their perception and company's needs. The upper level of management comes from the member of BOD.

Firstly, new employees are contracted at least 6 months after the probation period. The contracts are rolling contract depends on the performance of employees. The duration of most contracts is on- year contract duration. The contract duration of the middle level employees is one to four-year contact based on superior perception. The contract duration of the management level use at least three-year contract depends on their organization's strategy.

Employees of Eternal Co., Ltd get equal opportunities after probation period. For example, overtime fees, transportation allowance and health care support. According to monetary incentive and non-monetary incentive, employees including entry level have equal non-monetary incentive system. All employees get equal career development as training, feedback, recognition and participation.

Employees of Eternal Co., Ltd use temporary employment as a stepping stone to get permanent position near future. Almost employees who are using temporary employment try to develop their performance to step the higher position in Eternal Co., Ltd. The pay scale at Eternal Co., Ltd competes the other companies in the market. The salary of entry level employees are the same pay roll and policies. The salary of middle level employees is confidential depending on their experiences, skill, knowledge and responsibilities. The salaries of all staffs are managed by human resource department and financial decision is made by principal.

Temporary employment at Eternal Co., Ltd is a useful employment system for their company. Employees are very hard work that can affect the company performance and success. Using temporary employment, company recruits the suitable employees to match with its business goals and targets. There are 89% of employees in this company who use temporary employment as a stepping stone. For employees, they got an opportunity to advance a career and develop, gain experience in project management and to gain new skills and experience in a challenging environment. For organization, temporary employment gain flexibility management for human resource and boost reputation within the community.

As the nature of the company, the company requires more excellent distribution process within a certain period of time. According to these needs, temporary employees fulfill company's needs with their productivity. They always thinking about how to improve their abilities to fulfil the target of the company. Almost temporary employees are the new bees in labor market therefore they want to get experience with the current working organization. The permanent employees agree using temporary employment without arguing. They accept using temporary employment giving more proficient in working process. After using temporary employment, the company improves the profits and company image.

3.3 Demographic Profiles of Respondents

In this survey, questionnaires were distributed to employees of Eternal Co., Ltd. Table (3.2) shows the respondents demographic characteristics including gender, marital status, level of education and number of working years.

Table (3.2) Demographic Profile of Respondents

Particular		Number of Respondents	Percentage
Total		120	100.0
Gender	Male	79	65.8
	Female	41	34.2
Marital Status	Single	63	52.5
	Married	57	47.5
Education Level	Post graduate	45	37.5
	Graduated	55	45.8
	Under graduate	20	16.7
Number of working years	<1 year	18	15.0
	1-2 years	16	13.3
	2-3 years	26	21.7
	3-4 years	24	20.0
	4-5years	27	22.5
	>5years	10	8.3

Source: Survey Data (2020)

According to the Table (3.2), most of the respondents are male because of the company's nature. The company distributes the products not only Yangon but also other divisions and states. To handle the products, the company appoints the under graduate employees. The working years of employees are divided into six ranges. Among them, the majority is less than 3 years. It can be seen that the company uses temporary employees to distribute the products.

3.4 Reliability Analysis

In order to test the internal consistency of the variables in the questionnaire, reliability analysis is needed to handle. Cronbach's alpha is a measure of internal reliability of the questionnaire.

Table (3.3) Reliability Analysis

Category	Cronbach's alpha	No. of Questions
Voluntary Motive	.705	5
Involuntary Motive	.691	5
Training	.674	5
Experience	.722	5
Knowledge, Skills and Abilities	.747	5
Contract Duration	.696	5
Contract Renewal	.731	5
Employee Performance	.775	7
Incentive	.872	7

Source: Survey Data (2020)

The Cronbach's Alpha values for voluntary motive, experience, knowledge, skills, and abilities, contract renewal, employee performance and incentive are greater than 0.7. The Cronbach's Alpha values for involuntary motive, training, and contract duration are nearly 0.7. Thus, the reliability test of data for independent and dependent variables are within acceptable limit. Tavakoi and Dennick (2011), Alpha Cronbach's value above 0.6 is considered to be reliable and valid.

3.5 Employee Perception on Temporary Employment

The variables of temporary employments are motives for temporary employment, perceived employability and expected employment continuity. Motives for temporary employment is shown in Table (3.4).

(a) Motives for Temporary Employment

Employees motives are based on their perceived rewards of the situation. And then, they believe that their effort on the job will lead to performance. The following Table shows the mean value of voluntary and involuntary motives. According to Table (3.4), the overall means of voluntary motive and involuntary motive are greater than 3.42 that shows respondents agree temporary work and temporary position. They accept temporary work to explore the labor market and future career opportunities, to provide a freedom to carry out other duty's outsides work and to learn from different jobs and organizations.

Table (3.4) Motives

No.	Particulars	Mean	Std. Dev
Voluntary Motives			
1	Accepting as a diverse of motive to improve employee performance	3.74	.948
2	An opportunity to learn from different job organization	3.84	.860
3	Providing a freedom to carry out other duty's outsides work	3.87	.869
4	Exploring the labor market and future career opportunities	3.96	.803
5	Slightly strong Organizational attachment with employees who fulfill their needs and be more positive to improve performance	3.21	1.084
Overall Mean		3.72	
Involuntary Motives			
1	A stepping stone to get permanent employment	4.00	.698
2	Acquiring permanent position in near future	3.73	.941
3	A motivation to gain permanent employment	3.87	.869
4	Career development opportunities	3.68	.582
5	An alternative to lack of employment in job market	3.21	1.084
Overall Mean		3.70	

Source: Survey Data (2020)

Employee who has involuntary motive accept temporary employment as a step stone of getting permanent position and followed by a motivation to gain permanent employment. These motives drive high levels of employee performance.

Voluntary motive is a supportive factor of temporary employment. Depend on type of organization, voluntary motive is a sustainable choice in distribution company. As the working nature of distribution company, employees who like to travel prefer to be more effective in voluntary motive. As the sale persons, they get the travelling experience to explore their product on market. In order to the working nature of distribution company, employee need to explore the market trend.

(b) Perceived Employability

The following Table (3.5) shows the mean value of perceived employability. There are three different perceived employability practices to measure employee performance. Training, experience and knowledge, skill and abilities are the factors of measuring perceived employability.

Based on Table (3.5), the overall means of training, experience and knowledge, skill and abilities are greater than 3.42. It indicates that the respondents agree engaging in attempts to enhance their employability. They agree training is important for improving their performance to retain current job and attain a new job. However, the respondents disagree setting the realistic goals from superiors to improve performance based on its mean score. It shows that setting the goals from superiors is not good fact for improving employee performance. Employees are not satisfied on the process of setting goals because the mean value is less than 3.42.

Table (3.5) Perceived Employability

No.	Particulars	Mean	Std. Dev
	Training		
1	Formal Training programs for staffs to enhance performance	3.76	.91
2	Group discussion and communication techniques	3.84	.86
3	Getting the aim of giving knowledge on new technological changes	3.97	.79
4	Setting the realistic goals from superiors to improve performance	1.89	.31
5	Training link with an affective performance	3.80	.81
Overall Mean		3.45	
No	Experience	Mean	Std. Dev
1	Getting experiences from learning superiors	3.74	.95
2	Gaining a lot experiences from responsibilities	3.23	.99
3	Giving autonomy and reasonable authority in jobs to feel fully utilized	3.83	.88
4	Supporting coaching and feedback from line managers	3.96	.80
5	Getting the trust from qualification and experiences from current job	3.96	.80
Overall Mean		3.75	
No	Knowledge, Skill and Abilities	Mean	Std. Dev
1	Getting sufficient knowledges from learning and taking responsibilities	3.74	.95
2	Participating in decision making	3.74	.95
3	Marking sure of skills and abilities	3.83	.88
4	Engaging in other duties outside work	3.96	.80
5	Utilizing and enhancing in role performance	3.57	.98
Overall Mean		3.84	

Source: Survey Data (2020)

The respondents agree that they will easily search the job that match their experience if they have many experiences of variety jobs. Coaching and feedback of line managers are the benefits to improve their jobs. The respondents value the trust getting from the current work experiences.

The respondents agree that they have many knowledge, skills and abilities to engage in other duties outside work. It can be seen that the respondents are allowed to participate in making decisions to enhance the employability of them.

(a) Expected Employment Continuity

The following Table (3.6) presents the outcome value of mean & standard deviation on expected employment continuity. This Table shows contract duration and contract renewal that effect on employee performance.

Table (3.6) Expected Employment Continuity

No	Particulars	Mean	Std. Dev
	Contract Duration		
1	Making to commit perceived employment continuity	3.76	.91
2	Having greater employment stability and reducing threat of immediately facing employment	3.84	.86
3	Motivation from contract duration	3.97	.79
4	Using the threat of contract discontinuation as a performance management tool	3.59	.95
5	Exploring alternative work from contract duration	3.80	.81
Overall Mean		3.79	
No	Contract Renewal	Mean	Std. Dev
1	Getting motivation and putting more effort on job to enhance the chance of contract renewal	4.00	.69
2	Expecting contract renewal enhance performance	3.73	.94
3	Giving sufficient and timely communication for contract renewal	3.87	.87
4	Reducing towards the end of contract from commitment	3.91	.82
5	Getting satisfaction from job that tend to renew again contract	3.21	1.08
Overall Mean		3.74	

Source: Survey Data (2020)

The overall mean scores of contract duration and contract renewal are greater than 3.42 in Table (3.6). The respondents agree that perceived employment future beyond the conclusion of their current contract is important for them. Employee performance is superior when the respondents expect to stay with an organization for longer. If the respondents perceive that the rehiring probability depends on past performance, they will put more effort on job.

According to the changes of labor market, contract is a reasonable option to choose. Contract duration gives job security to employees in order to contact rule. Contract duration secure their employment stability that reduce the threat of immediately facing unemployment. The respondents accept that commitment may also be compromised towards the end of a contract.

CHAPTER 4

ANALYSIS ON THE EFFECT OF TEMPORARY EMPLOYMENT ON EMPLOYEE PERFORMANCE

This chapter presents the employee perception of temporary employment, employee performance and incentive. And then, the effect of temporary employment on employee performance and the moderating effect of incentive. Structured questionnaires with 5-point Likert scales are used. According to Best (1977), the responses are interpreted as Strongly Disagree = 1.00 – 1.80, Disagree = 1.81 – 2.61, Neutral = 2.62 – 3.41, Agree = 3.42 – 4.21, Strongly Agree = 4.22 – 5.00.

4.1 Incentive

The following Table (4.1) shows the mean value of incentive that influence employee performance of Eternal Co., Ltd. Incentive can be a motive to increase employees' performance. Incentive is used as a moderator in this study.

As shown in Table (4.1), the overall mean of incentive is greater 3.42. therefore, it can be seen that incentive supports to enhance employee performance. The respondents agree that equal incentive system can improve employee performance. They understand that not only monetary incentives like salary but also non-monetary incentives like training, recognition and flexible working hours are needed to improve employee performance. Equity for payment is also needed to satisfy them.

Table (4.1) Incentive

No	Monetary & Non-Monetary	Mean	Std.Dev
1	An instrument to provide valued outcomes	3.84	.86
2	Accepting equal enough of incentive system	3.97	.79
3	Providing higher overtime rate not less than minimum wage	3.59	.95
4	Competing payment with other company in market	3.80	.81
5	Getting non-monetary incentive as training and flexible working hours	4.00	.69
6	Getting recognition that is good enough to perform better	3.73	.94
7	A directly effective on employee performance	3.87	.87
Overall Mean		3.83	

Source: Survey Data (2020)

4.2 Employee Performance

Employee performance is needed to achieve organization goals. Successful employees contribute their effort to meet deadlines, increase productivity, meet sales targets and giving innovative ideas to their organizations.

Table (4.2) Employee Performance

No	Employee performance	Mean	Std. Dev
1	A good point to success organization	3.43	.96
2	Targeting employee productivity for organization' goals	3.63	.81
3	Having a direct effect productivity and motives	3.50	.89
4	Supporting productivity and creativity from training, experiences, knowledge, skills and abilities	3.49	.87
5	Contributing innovative ideas	3.65	.82
6	Having positive effect on employee' innovation and creativity from employment continuity	3.58	.92
7	More productivity, creativity and innovative	3.59	.91
Overall Mean		3.54	

Source: Survey Data (2020)

The overall mean of employees performance is greater than 3.42 in Table (4.2). However, the mean score of 3.54 is not quite different from 3.42. Although the respondents agree with the above statements, the company should be careful their supports to enhance the performance of employees. In this study, the productivity refers to achieving sales targets. The respondents agree that they know how they have been doing and what further development or training they need to do to improve their performance based on the means score of Table (4.2).

4.3 Analysis on Effect of Temporary Employment on Employee Performance

This section analyzes the effect of temporary employment on employee performance. There are three factors of temporary employment including motives, perceived employability, and perceived employment continuity. The linear regression method is used to analyze the effect of temporary employment on employee performance.

(a) Effect of Motives for Temporary Employment

The result illustrating the effect of motives on employee performance is shown in Table (4.3). Dependent variable is employee performance and independent variables are voluntary motives and involuntary motives.

Table (4.3) Effect of Motives on Employee Performance

Model	Unstandardized Coefficient		Beta	t	Sig
	B	Std. Error			
(Constant)	.122	.277		.439	.662
Voluntary	.385***	.125	.346	3.081	.003
Involuntary	.537***	.136	.442	3.938	.000
R Square	.574				
Adjusted R Square	.566				
F Value	78.680***				

Source: Survey Data (2020)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level

Both voluntary and involuntary motives are significant within 1 percent level. Involuntary motive has the expected positive sign and highly significant coefficient value at 1 percent level. An increase in involuntary motive by 1 unit raises the effect on the performance of the respondents by 0.537 unit. Voluntary motive has the expected positive sign and highly significant coefficient value at 1 percent level. An increase in voluntary motive by 1 unit raises the effect on the performance of the respondents by 0.385 unit.

The positive values indicate that the better in motives lead to more effect on the performance of employees. Employees accept that involuntary motive is more attractive factors in temporary employment as the stepping stone of permanent position. Voluntary motive is also a satisfaction factor of temporary employment because employee get career opportunities before to get permanent position. Employees at Eternal Co., Ltd accept motives of temporary employment as a good factor to explore employee performance.

(b) Effect of Perceived Employability on Employee Performance

Table (4.4) Effect of Perceived Employability on Employee Performance

Model	Unstandardized Coefficient		Beta	t	Sig
	B	Std. Error			
(Constant)	.561	.387		1.450	.150
Training	.947***	.304	.684	3.119	.002
Experience	.203	.210	-.171	-.964	.337
Knowledge, Skill & Ability	.122	.254	.121	.480	.632
R Square	.423				
Adjusted R Square	.408				
F Value	28.328***				

Source: Survey Data (2020)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level.

The result showing the effect of perceived employability on employee performance is described in Table (4.4). Dependent variable is employee performance and independent variables are training, experience, and knowledge, skills and ability. The results display in Table (4.4) below are statistical results (t value, Significance, value R2, adjust R2, F-value) of independent variables.

According to the Table (4.4), the results indicate only training is a significant factor on employee performance. Training has at 1% level of significant. The analyzed data shows that a unit increase in training lead to a 0.947 unit increase in effect on the performance of employee.

According to the result, the more availability of training program, the more employee performance. Training is the important factor for temporary employment due to employees' needs and wants. Training is the significant fact the perception of employees.

(c) Effect of Expected Employment Continuity on Employee Performance

Table (4.5) Effect of Expected Employment Continuity on Employee Performance

Model	Unstandardized Coefficient		Beta	t	Sig
	B	Std. Error			
(Constant)	.140	.268		-.525	.601
Contract Duration	.385***	.090	.326	4.274	.000
Contract Renewal	.593***	.084	.536	7.021	.000
R Square	.632				
Adjusted R Square	.625				
F Value	100.332***				

Source: Survey Data (2020)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level.

The following Table (4.5) shows the effect of expected employment continuity on employee performance. Dependent variable is employee performance and independent variables are contract duration and contract renewal. All variables are strongly significant by regression analysis Table. Therefore, contract duration and contract renewal have positively significant effect on employee performance. Contract duration and contract renewal are significant at 1% confidence level that indicates these two variables effect on employee performance. Contract renewal is more acceptable level on temporary employment than contract duration. Every one unit increase in contract renewal leads employee performance to increase by 0.593. One unit increases in contract duration leads to 0.385 increase in effect on employee performance.

The higher contract duration and contract renewal, the more employee performance increase. Both contract duration and contract renewal have the greatest contribution to the influence of perceived employment continuity on employee performance. The contract duration and contract renewal can persuade to improve performance of employees who have temporary employment. It can be concluded that renewal is more significant as the result of commitment on contract and motivates the effort. However, contract duration is also

significant fact as the result of employment stability and reducing the threat of facing unemployment immediately.

4.4 Moderating Effect of Incentive Relationship between Temporary Employment and Employee Performance

This study is the relationship between independent variables (Temporary Employment) and moderating variable (Incentive) to the dependent variable (Employee Performance) would be analyzed using multiple regression analysis. The following tables showed that which variables support incentive is a moderator between temporary employment and employee performance.

Motives have voluntary motive and involuntary motive. Table (4.7) indicate checking the moderating effect of perceived employability, incentive on the relationship between temporary employment and employee performance. Table (4.8) indicate checking the moderating effect of expected employment continuity, incentive on the relationship between temporary employment and employee performance.

Table (4.6) Moderating Effect of Incentive on the Relationship between Motive and Employee Performance

Source	Model-1				Model-2			
	B	SE	t	Sig	B	SE	t	Sig
(Constant)	.053	.294	.179	.858	1.907	1.635	1.116	.246
VM	.290**	.136	2.128	.035	.272	.905	.301	.764
IVM	.435**	.149	2.929	.004	.443	.979	.453	.651
IN	.236	.141	1.671	.097	.258	.440	.586	.559
VM*IN					.146	.238	.614	.540
IVM*IN					.009	.262	.033	.974
R square changes	.006							
R square	.584				.590			
Adjusted R square	.573				.572			
F Value	54.187***				32.831***			

Source: Survey Data (2020)

Notes:***Significant at 1% level;**Significant at 5% level;*Significant at 10% level.

Table (4.7) shows the effect of moderating variable incentive on the relationship between voluntary motives and employee performance. The reason is that delta R square value of 0.006 which is 0.6 % that is a few increments of R square changes.

As the result of multiple regression in Model-2, incentive has no moderating effect between motives and employee performance. Voluntary motive and involuntary motive have no significant effect on employee performance. From these results, there was no interaction terms between motives and incentive as a predictor of employee performance.

It means that employees accept the current motives even if they don't get incentive.

Table (4.7) Moderating Effect of Incentive on the Relationship between Perceived Employability and Employee Performance

Source	Model-1				Model-2			
	B	SE	t	Sig	B	SE	t	Sig
(Constant)	.281	.364	.771	.442	2.233	2.297	.972	.333
TR	.218	.325	.668	.505	.368	2.126	.173	.863
EX	.297	.196	1.516	.132	1.297	1.494	.868	.387
KSA	.265	.238	1.117	.266	1.940	1.962	.989	.325
IN	.679***	.152	4.469	.000	.144	.628	.229	.819
TR*IN					.036	.553	.065	.948
EX*IN					.434	.399	1.087	.280
KSR*IN					.593	.514	1.153	.251
R square changes	.001							
R square	.508				.509			
Adjusted R square	.491				.510			
F Value	29.716***				18.680***			

Source: Survey Data (2020)

Notes:***Significant at 1% level;**Significant at 5% level;*Significant at 10% level.

Table (4.8) shows the effect of moderating variable incentive on the relationship between perceived employability and employee performance. The reason is that delta R square value of 0.001 which is 0.1 % that is a few increments of R square changes. R square and adjusted R square are at 50.9 percent and 51.0 percent respectively. This indicates that the model can explain 51.0 percent about the variance of moderated effect (incentive)

between independent variable (Perceived Employability) and dependent variable (Employee Performance). The value of F-test, the overall significant of the models, turned out highly significant at 1 percent level.

As the result of multiple regression in Model-2, incentive has no significant moderating effect between perceived employability and employee performance. This points out that they achieve their performance with current training, experiences, knowledges, skills and abilities with incentive.

Table (4.8) Moderating Effect of Incentive on the Relationship between Expected Employment Continuity and Employee Performance

Source	Model-1				Model-2			
	B	SE	t	Sig	B	SE	t	Sig
(constant)	.022	.264	.083	.934	1.090	1.411	.772	.442
CD	.763***	.163	4.673	.000	.758***	.164	4.629	.000
CR	.812	.115	7.090	.000	.503	.402	1.253	.213
IN	.619***	.226	2.744	.007	.894**	.410	2.179	.031
CD*IN					.076***	.095	.802	.004
CR*IN					0.94**	.103	.915	.050
R square changes	0.011							
R square	.654				.665			
Adjusted R square	.645				.644			
F Value	70.132***				54.841***			

Source: Survey Data (2020)

Notes:***Significant at 1% level;**Significant at 5% level;*Significant at 10% level.

Table (4.8) shows the effect of moderating variable incentive on the relationship between expected employment continuity and employee performance. The reason is that delta R square value of 0.011 which is 1.1 % moderating effect of location.

R square and adjusted R square are at 66.5 percent and 64.4 percent respectively. This indicates that the model can explain 64.4 percent about the variance of moderated effect (incentive) between independent variable (Expected Employment Continuity) and dependent

variable (Employee Performance). The value of F-test, the overall significant of the models, turned out highly significant at 1 percent level.

As the result of multiple regression in Model-2, incentive has significant moderating effect between expected employment continuity and employee performance. It showed that the interaction between contract duration, contract renewal and incentive was significant as a predictor of employee performance.

As per contract duration, incentive has partially moderated on relationship between contract duration and employee performance. Employees accept contract duration that is a tool of motivation on employee performance. They want to contract with this organization by year by year with or without giving incentive.

According to contract renewal, incentive has completely moderated on relationship between contract renewal and employee performance. It can be concluded that employees achieve their target more when employees get incentives from their organization. Moreover, they can propose solutions for problems such as delay schedule and damage of their products.

CHAPTER 5

CONCLUSION

This chapter is conclusion of the study that have three parts. There are finding and discussion of the previous chapter, the suggestion and recommendation and needs for further research. The purpose of this study is to examine temporary employment of Eternal Co., Ltd and to analyze the effect of temporary employment on employee performance.

5.1 Findings and Discussions

This study is based on temporary employment including motives, perceived employability and expected employment continuity and employee performance. Both primary and secondary data are used to analyze the study. According to the organizational culture, male employees are more than female employees. Another fact is more graduated person than the two others. The numbers of male employees are more than female employees. For marital status, most of employees are single. The education level of employees is classified into three groups such as Post graduate degree, graduated degree and Under graduate. According to the survey of 120 respondents, the most level of education is bachelor's degree. There are only few people who are post graduate degree. Under graduate level of employees is fewer than bachelor level.

Temporary employment is supported with motive, perceived employability and expected employment. Expected employment continuity is the most supportive fact on temporary employment at Eternal Co., Ltd. Expected employment continuity shows employees' perception on contract duration and contract renewal. Contract renewal and contract duration are the high satisfied level on employee performance. Contract renewal is strongly indicator how temporary employment effect on employee performance. Contract renewal causes employee who are working at Eternal Co.,Ltd getting motivation and putting more effort on job. According to the analysis, expected employment continuity is a satisfaction level of employees on temporary employment. Employee at Eternal Co.,Ltd satisfied communication system with sufficient and timely communicated ways.

According to the results, motives provide employees to satisfy on temporary employment. Employees use temporary employment to get job opportunities, experience,

permanent position and avoid lack of unemployment. Employees at Eternal Co.,Ltd started their employment as temporary employees before they got permanent position near future in company. Most of employees who use temporary employment are fresh graduated persons and entry level employees. Employees gain motivation from using temporary employment. This is the efficient way between company and employees from the result of analysis. Respondents at Eternal Co.,Ltd accept temporary employment as the effective employment system according to the results.

As the results, employees at Eternal Co.,Ltd support to success company targets and goals. They have innovative ideas to smooth working process and to improve organization. Having innovative is the highest indicator of improving performance. Employees satisfied their current working condition that can improve performance. Temporary employees can get equal opportunities as training, experiences and incentive. Employees' productivity improves using temporary employment compared with performance appraisal of last years. As the result of mean, employee performance is a level of satisfaction by using temporary employment.

From analysis on effect of motive on employee performance, voluntary and involuntary motive are significant effect on employee performance. Motive of temporary employment has positive effect on employee performance. Effect of perceived employability, training is positive effect on employee performance. This show that employee's emphasis on training program. Company give training for all staffs to enhance role performance. Technological training program is essential tool to improve performance. Effect of expected employment continuity, contract duration and contract renewal are strongly significant effect on employee performance.

According to the result of objective 1, motives support temporary employment to enhance employee performance because both motives have significant effect. Perceived employability also helps temporary employment to improve performance because of significant effect on training. Expected employment continuity are strongly support temporary employment to increase employee performance. Therefore, temporary employment support improving employee performance.

According to the result of objective 2, motives has no significant effect between temporary employment and employee performance. In perceived employability, incentive has no significant effect on the relationship between temporary employment and employee

performance. Expected employment continuity has positive significant. It can say that expected employment continuity support incentive on the relationship between temporary employment and employee performance. From these results, incentive is a moderator on linkage between temporary employment and employee performance. It is found that temporary employment cause improving performance and incentive help to improve employee performance.

5.2 Suggestion and Recommendation

Based on the finding, company gets many benefits to understand what it can do to use temporary employment more effectively and increase performance. Temporary employment is a positive employment on employee performance at Eternal Co., Ltd. But it needs to some more things to provide employee performance level. The organization provides expected employment continuity to be still highest positive impact on employee performance at Eternal Co.,Ltd. Most of employees satisfied expected employment continuity by Eternal Co.,Ltd. Therefore, organization needs to improve employee performance by updating temporary employment based on contract. The level of performance can increase more if Eternal Co., Ltd use fair type of contract for both employee and organization. Contract duration should be flexible between employees' need and organization. Contract renewal process should be given sufficient and timely communication to the employees.

The organization should provide training program to improve employee performance and compete the other organizations. Eternal Co., Ltd is a distribution company that need training based on technological and practical. Employees need to train in discussion and communication techniques to proficient their responsibilities. From the finding result, employees were not acceptable on setting the realistic goals from supervisor to improve performance. As these results, organization should review setting goals process to be effective process. Strong realistic goals can enhance employees to improve performance. Organization should support and force the responsible persons to set strong realistic goals Therefore, employees can improve their performance from getting sufficient requirement of training and setting strong realistic goals.

The organization should analyze motives of temporary employees because involuntary and voluntary motive need to improve performance. The organization cannot get good performance employee who have only motive. Having both motives is a good point of improving employee performance. Eternal Co.,Ltd should review employees to have both

motive during the interview. It can help to success organization by selecting good performance employees.

From the analysis, incentive is a moderator to improve employee performance. The organization should provide enough and fair type of incentive to employees. The organization should give good pay/salary system, bonus plan, leave and accommodation charges rather than similar organization. The organization allow employees to do with teamwork and need to give positive sense when accomplish their job. The organization give employees the feeling of recognition in job that is good enough incentive to enable them to perform better. Employees 'satisfaction of incentive provide to improve employee performance at Eternal Co., Ltd.

Finally, this study is suggested for organization which is in competing position should focus on its employees, because employees are back bone for an organization. Organization should take different steps to enhance the working skill of their employees. This study recommends that if the organization wants to get better performance of their employees, the organization should implement temporary employment based on contract and set strong realistic goals based on employee' perception. As a conclude, organization should review yearly temporary employment that is still effective on employee performance.

5.3 Needs for Further Research

This study focuses on to examine temporary employment and effects of temporary employment, perceived employee performance in Eternal Co., Ltd. This study only focuses on temporary employment at Eternal Co., Ltd. Further studies that base on other effect of temporary employment on employee performance. The further research should investigate the existing effect and becoming effect in the other companies by using temporary employment. Moreover, temporary employment system differs on organization's nature. In this study, questionnaire is collected from 120 employees who are working in Eternal Co., Ltd. Therefore, this study will not cover the whole employees' perception of temporary employment in labor market of Myanmar. In labor market, employment types differ depending on working nature and employee's needs. Therefore, further research should review the other organization that should be different working nature. In further research, the other factors concern with temporary employment should be used as a measurement tool towards employee performance.

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Appendix A

Questionnaire survey

This questionnaire is used for MBA thesis and data collected will not be used in other purposes.

Demographic Profile of Respondent.

Position of respondent _____

Gender Male

 Female

Marital Status Single

 Married

Highest level of education Post graduate

 Graduated

 Under graduate

Number of Years worked in Eternal Co.Ltd.

 Less than1 year

 1 to 2 years

 2to 3 years

 3 to 4 years

 4 to 5 years

 Above 5 years

Section (B)

Please “√” the most appropriate number (s) to represent the level of agreement for each statement. While 1 = Strongly Disagree; 2= Disagree; 3= Undecided; 4 is Agree and 5 is Strongly Agree.

Motives for temporary employment						
A	Voluntary motive	1	2	3	4	5
1	Voluntary employees at Eternal Co.,Ltd accept for a diverse of motive to improve employee performance.					
2	Voluntary temporary employment in Eternal Co.,Ltd provides me an opportunity to learn from different job organizations.					
3	Voluntary temporary employment in Eternal Co.,Ltd provides me freedom to carry out other duties outside work.					
4	Voluntary temporary employment in Eternal Co.,Ltd explore me the labor market and future career opportunities.					
5	Voluntary temporary employment in Eternal Co.,Ltd are less likely to require strong organizational attachments to fulfill my needs and more positive & meaningful which is likely to result to improve performance.					
B	Involuntary Motive	1	2	3	4	5
1	Involuntary motive is a stepping stone to permanent employment.					
2	I am working as a involuntary employee to acquire a permanent position in future at Eternal Co.,Ltd.					
3	I feel highly motivated to gain permanent employment at Eternal Co.,Ltd that drives me high levels of performance.					
4	Career development opportunities at Eternal Co.,Ltd motivate me to be more committed to my work.					
5	Temporary employment in Eternal Co.,Ltd provides me an alternative to lack of employment in the job market.					
	Perceived Employability					
C	Training	1	2	3	4	5
1	Formal training programs at Eternal Co.,Ltd are available for all staff including temporary employees which enhance role performance.					
2	I am trained in group discussion and communication techniques at Eternal Co.,Ltd .					

3	I get the training and development programs in different time with the aim of giving knowledge on new technological changes at Eternal Co.,Ltd .			-		
4	Superiors help me to set realistic goals for performing my work as a result of their training at Eternsl Co.Ltd.			-		
5	Training is also related to my perceptions regarding the treatment received from the organization and these perception are directly linked to my affective performance.			-		
D	Experience	1	2	3	4	5
1	I get a lot of experiences from learning superior person at Eternal Co.,Ltd .					
2	Superiors give me responsibilities to get a lot of experiences from doing this tasks.					
3	I trust that temporary employees are given autonomy and reasonable authority in the jobs that they perform which enables them to learn more from their jobs and feel fully utilized.			-		
4	Line managers provide me supervisory support like coaching and feedback on my job performance.			-		
5	I trust my qualifications and experiences from I got at Eternal Co.Ltd, to be easily find another job if I was looking for one.			-		
E	Knowledge,skills and abilities	1	2	3	4	5
1	I get sufficient knowledges from learning superiors and taking responsibilities at Eternal Co.,Ltd .					
2	I activity participate in decision making within the organization.					
3	My job at Eternal Co.,Ltd enables me to make use of my skill and abilities.			-		
4	I can be actively engaged in other duties outside work at Eternal Co.,Ltd .			-		
5	Temporary employees accept to learn from their jobs at Eternal Co.,Ltd , feel fully utilized and motivated which will in turn enhance in role performance.			-		
	Expected Employment Continuity					
F	Contract duration	1	2	3	4	5
1	Perceived employment continuity makes me more committed to my work.					
2	Contract duration that is perhaps akin to having greater employment stability and reduces the immediate threat of facing unemployment.					
3	Contract duration at Eternal Co.,Ltd motivates me .					

4	Managers use the threat of contract discontinuation as a performance management tool.	.		.		
5	Contract duration is also no longer needs to exert energies exploring alternative work arrangements elsewhere.					
G	Contract renewal	1	2	3	4	5
1	Temporary employees motivates and put in more effort to enhance their chances of contract renewal.					
2	Expected contract renewal enhances employee performance.	.				
3	In Eternal Co.,Ltd , I am given sufficient and timely communication regarding contract renewals.					
4	Commitment of temporary employees tend to reduce towards the end of the contract.					
5	Overall,I am satisfied with my job at Eternal Co.,Ltd and I will renew again my contract.	.				

Section-C

	Incentive	1	2	3	4	5
	Monetary & Non-Monetary					
1	Incentives being viewed as goals that employees generally strive for and as an instrument which provides valued outcomes.					
2	Incentive systems in Eternal Co.,Ltd is fair enough for the work I do and responsibilities I held.	.				
3	Company provides higher overtime with hourly rate that is not less than minimum wage.	.		.		
4	My pay at Eternal Co.,Ltd is competitive with the similar positions and other companies pay.					
5	Eternal Co.,Ltd provides me non-monetary incentive which includes appreciation programs,training,gratifying job and flexible work hours to accommodate personal needs.					
6	I think the feeling of recognition in my job is good enough incentive to enable me to perform better.					
7	Monetary and non-monetary incentives are directly effective to improve the employee performance.					

Section -D

	Employee Performance	1	2	3	4	5
1	I can suggest aimed to products and service improvements.					
2	I can take appropriate actions to problems as necessary.					
3	I can meet work deadlines..					
4	I can meet all performance targets for the perilous evaluation period.					
5	I can work without supervision as necessary.					
6	I propose solution to problems..					
7	Overall, temporary employment at Eternal Co.,Ltd makes me to be more productivity, creativity and innovative.					

“I do appreciate your kind support and times!”

APPENDIX B

STATISTICAL OUTPUTS

Effect of Motive for Temporary Employment on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.574	.566	.45101

- a. Predictors: (Constant), Involuntary Motive, Voluntary Motive
- b. Dependent Variable: Employee Performance

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.009	2	16.004	78.680	.000 ^b
	Residual	23.799	117	.203		
	Total	55.808	119			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Involuntary Motive, Voluntary Motive

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.122	.277		.439	.662
	Voluntary Motive	.385	.125	.346	3.081	.003
	Involuntary Motive	.537	.136	.442	3.938	.000

- a. Dependent Variable: Employee Performance

Effect of Perceived Employability for Temporary Employment on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 ^a	.423	.408	.52695

- a. Predictors: (Constant), Knowledge, Skill & Abilities , Experience, Training
 b. Dependent Variable: Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.598	3	7.866	28.328	.000 ^b
	Residual	32.210	116	.278		
	Total	55.808	119			

- a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Knowledge, Skill & Abilities , Experience, Training

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.561	.387		1.450	.150
	Training	.947	.304	.684	3.119	.002
	Experience	.203	.210	-.171	.964	.337
	Knowledge, Skill, and Abilities	.122	.254	.121	.480	.632

- a. Dependent Variable: Employee Performance

Effect of Expected Employment Continuity for Temporary Employment on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 ^a	.632	.625	.41915

- a. Predictors: (Constant), Contract Renewal, Contract Duration
- b. Dependent Variable: Employee Performance

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.253	2	17.627	100.332	.000 ^b
	Residual	20.555	117	.176		
	Total	55.808	119			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Contract Renewal, Contract Duration

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.140	.268		.525	.601
	Contract Duration	.385	.090	.326	4.274	.000
	Contract Renewal	.593	.084	.536	7.021	.000

- a. Dependent Variable: Employee Performance

Moderating Effect of Incentive on the Relationship between Motive and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.573	.44760
2	.768 ^b	.590	.572	.44792

a. Predictors: (Constant): Incentive, Involuntary motive, Voluntary Motive

b. Predictors: (Constant): Incentive, Involuntary motive, Voluntary Motive, Involuntary motive-Incentive, Voluntary Motive -Incentive

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.568	3	10.856	54.187	.000 ^b
	Residual	23.240	116	.200		
	Total	55.808	119			
2	Regression	32.936	5	6.587	32.831	.000 ^c
	Residual	22.872	114	.201		
	Total	55.808	119			

a. Dependent Variable: Employee performance

b. Predictors: (Constant): Incentive, Involuntary motive, Voluntary Motive

c. Predictors: (Constant): Incentive, Involuntary motive, Voluntary Motive, Involuntary motive-Incentive, Voluntary Motive -Incentive

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.053	.294		.179	.858
	VM	.290	.136	.261	2.128	.035
	IM	.435	.149	.358	2.929	.004
	In	.236	.141	.191	1.671	.097
2	(Constant)	1.907	1.635		1.166	.246
	VM	.272	.905	.245	.301	.764
	IM	.443	.979	.365	.453	.651
	In	.258	.440	.208	.586	.559
	VM_In	.146	.238	.910	.614	.540
	IM_In	.009	.262	-.051	.033	.974

a. Dependent Variable: Employee Performance

Moderating Effect of Incentive on the Relationship between Perceived Employability and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.508	.491	.48850
2	.734 ^b	.539	.510	.47947

a. Predictors: (Constant), Incentive, Experience, Training, Knowledges, Skills& Abilities

b. Predictors: (Constant), Incentive, Experience, Training, Knowledges, Skills& Abilities, Experience-Incentive, Training-Incentive, Knowledges, Skills& Abilities-Incentive

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.365	4	7.091	29.716	.000 ^b
	Residual	27.443	115	.239		
	Total	55.808	119			
2	Regression	30.060	7	4.294	18.680	.000 ^c
	Residual	25.748	112	.230		
	Total	55.808	119			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant): Incentive, Experience, Training, Knowledges, Skills& Abilities

c. Predictors: (Constant): Incentive, Experience, Training, Knowledges, Skills& Abilities, , Experience-Incentive, Training-Incentive, Knowledges, Skills& Abilities-Incentive

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	.281	.364		.771	.442
	T	.218	.325	.157	.668	.505
	E	.297	.196	.250	1.516	.132
	K	.265	.238	.263	1.117	.266
	In	.679	.152	.549	4.469	.000
2	(Constant)	2.233	2.297		.972	.333
	T	.368	2.126	.266	.173	.863
	E	1.297	1.494	1.093	.868	.387
	K	1.940	1.962	1.924	.989	.325
	In	.144	.628	.116	.229	.819
	T_In	.036	.553	.193	.065	.948
	E_In	.434	.399	2.548	1.087	.280
	K_In	.593	.514	3.864	1.153	.251

Moderating Effect of Incentive on the Relationship between Expected Employment Continuity and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 ^a	.654	.645	.40792
2	.810 ^b	.665	.644	.40854

a. Predictors: (Constant):Incentive, Contract renewal , Contract duration

b. Predictors: (Constant): Incentive, Contract renewal , Contract duration, Contract renewal -Incentive, Contract duration-Incentive

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.506	3	12.169	73.132	.000 ^b
	Residual	19.302	116	.166		
	Total	55.808	119			
2	Regression	36.614	4	9.153	54.841	.000 ^c
	Residual	19.194	115	.167		
	Total	55.808	119			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant):Incentive, Contract renewal , Contract duration

c. Predictors: (Constant), Incentive, Contract renewal , Contract duration, Contract renewal -Incentive, Contract duration-Incentive

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.022	.264		.083	.934
	CD	.763	.163	.647	4.673	.000
	CR	.812	.115	.734	7.090	.000
	In	.619	.226	.500	2.744	.007
2	(Constant)	1.090	1.411		.772	.442
	CD	.758	.164	.642	4.629	.000
	CR	.503	.402	.455	1.253	.213
	In	.894	.410	.722	2.179	.031
	CD_In	.076	.095	.485	.802	.424
	CR In	.094	.103	.600	.915	0.50

a. Dependent Variable: Employee Performance

Appendix C
Rule of Thumb for Results

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 \geq \alpha$	Unacceptable

Source: Tavakol and Dennick, 2011