

A Study on Quality Work Life of Contract Workers

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Abstract- *The present paper explains about the quality work life of contract workers. Quality work life (QWL) is key aspect for workers to be with job satisfaction balancing with family and their job career. QWL is a comprehensive program developed for improving employee satisfaction and to attract and to retain skilled and talented workers. Far above the ground QWL will gives a better result in organization's development, effective performance with innovative thoughts applied in work by the workers. QWL is the legalized support created between the workers and their organization. QWL improves the family life and work life of the individual workers that makes them to be productive for organization. This study focuses and analyses from the literature review which involve Quality of work life of contract workers. . In this study factors affecting QWL of contract workers focuses on which to investigate how economic, political, and organizational factors affect the QWL of the contract workers. Hence, the quality of work life often suffers by some factors that affect work life of the contract workers. This study of QWL of contract workers explains worker participation with management for improving organization growth or supporting activities and work involvement to increase workers participation rate with better relationship with the co-workers will help them to be in good quality work life with affordable compensation, social security, safe and healthy working conditions, developing nonstandard employment relations inside the organizations motivates contract workers quality work life improvement remodeled with managing the factors which affecting their work life.*

Keywords- quality work life, non standard employment, workers participation

I. INTRODUCTION

Quality of work life is the employees' psychological perception of the physical and mental desirability in the work place. QWL is connected with workers wellbeing at work is diversified from job satisfaction due to the some factors affecting their work life. Area of QWL does not affect the workers job satisfaction but it changes their lives outside apart from work such as their personal, family, time off and societal needs .When worker needs during work are not fulfilled they know-how work stress will affect the wellbeing of workers and their job performance. Quality work life is the correlation

between the organization and their employees. QWL enhances the individual family life and their work life. QWL is wide concept, which has different perspectives that includes job satisfaction, wages related satisfaction and co-workers relationships, but also some factors that widely reflect work life satisfaction and general feelings of workers correlated with QWL. In the modern era, contract workers, outsourcing, temporary workers etc. are the major problems facing by the manufacturing sector around the world. Many organizations around the world are in support of contractual employment while comparing direct employment for effective functioning of the daily activities in organisations. Contract workers quality work life differ with direct workers which involves job security, workers participation, labor regulation, good working conditions, adequate and fair wage compensation and different working condition in different organization all together. QWL targets to get the goals of improved effective performance of organizations and enhanced QWL for workers. QWL refers t to the working conditions (e.g. pay and conditions, career opportunities, job security, employee relation, health and safety, employee participation) and the employees' and worker's labor market related prospects and position such as employment/unemployment period, social security, wage and salary structure etc.

II. IMPORTANCE OF THE STUDY

One of the problems encountered by the business organizations in developing and the developed countries is the quality work life of employees occupied in productive sector. This problem is not achieving employee satisfaction but it also aims at improving productivity, adaptability and overall effectiveness of organizations. The quality of work life movement in a broader sense seeks to achieve integration among the technological, human, organizational and society demands which are often contradictory and conflicting.

III. OBJECTIVES OF THE STUDY

- 1) To find out factors affecting QWL - the study aims at developing a theoretical frame to identify the determining factor which govern the QWL of contract workers in an organization;

- 2) To study the differentials in participation of contractual workers with respect to major industrial activities and major states in India.
- 3) To study the wage differentials among contract workers with respect to direct workers.
- 4) To suggest suitable measures to improve the quality of work life among workers.

IV. CONTRACT WORKER

All persons who are not employed directly by the factory owner/employer but engaged through a third party i.e. agency/ contractor, are termed as contract workers. Such agency charges from the factory for this job. In ASI schedule, Block E: item 4 collects the information on workers employed through contractors. In more specific terms those workers employed purely on contract basis are reported in item 4 of Block E (Govt. of India, 2014).

V. TEMPORARY WORKING AND FIXED-TERM CONTRACTS

A temporary worker is someone employed for a limited period and whose job is usually expected by both sides to last for only a short time. Temporary workers may be employed directly by the employer or by private agencies. Agencies will recruit, select and sometimes train temporary workers and hire them out to employers. Temporary workers are sometimes hired on fixed-term contracts. A fixed-term contract is a contract of employment based on a definite period or the completion of a specific task or event. Employment ends when the contract expires. Fixed-term contracts should contain a period of notice for early termination. This means that if circumstances change the contract can be ended by either party before the expiry date of the contract.

VI. DIRECT WORKER

It includes those workers employed directly by the factory. In ASI schedule, Block E: items 1 & 2 collect the information with respect to male and female workers directly employed which include all persons employed directly on payment of wages or salaries and engaged in any manufacturing process or its ancillary activities like cleaning any part of the machinery or any premises used for manufacturing or storing materials or any kind of work incidental to or connected with the manufacturing process (Govt. of India, 2014).

VII. CONTRACT WORKERS VS DIRECT WORKERS

From the reference paper data contract workers are predominant among the 25 percent of the total factories in the manufacturing sector. It has also been revealed that around 75 percent of the factories are functioning without any contract workers. From those analyzed it has been revealed that the numbers of contract workers are proportionately increasing with respect to the contract workers size class. Similarly, irrespective of contract workers size class the average number of contract workers per factory has significantly more than three times that of the number of direct workers.

VIII. WHY CONTRACT WORKERS PREFERRED OVER DIRECT WORKERS

The contract is structured to overcome incentives for each party to behave opportunistically, where opportunism entails performing at levels lower than those to which the parties agreed. This situation exhibits properties akin to a prisoner's dilemma game; with specific investments, opportunistic behavior may occur in bad states. This causes inefficient separations even when wage renegotiation is unconstrained. Furthermore, incorporating costly monitoring of worker effort changes the firms' incentives regarding opportunistic behavior towards contracted workers.

- i. Contract workers are the substitution against the direct workers: It is argued that employers facing stringent labor laws do not want to employ more people in the production process. Employers in a globalised economic environment favor flexible labor strategies where they ask for the freedom to hire workers for a fixed term even for perennial activities and discontinue their services when not needed.
- ii. For short run/seasonal production: The enterprise may interest for short run production for some specific kind of job. Therefore, the enterprise may hire contract workers to meet the short term demand. It may happen that for seasonal items/ production, enterprise may hire contract workers when required and fire them in completion of the project.

IX. FACTORS AFFECTING QUALITY OF WORK LIFE OF CONTRACT WORKERS

Contract workers quality work life affecting factors are analyzed from the reference paper data and it is formed as model work life framework of contract workers.

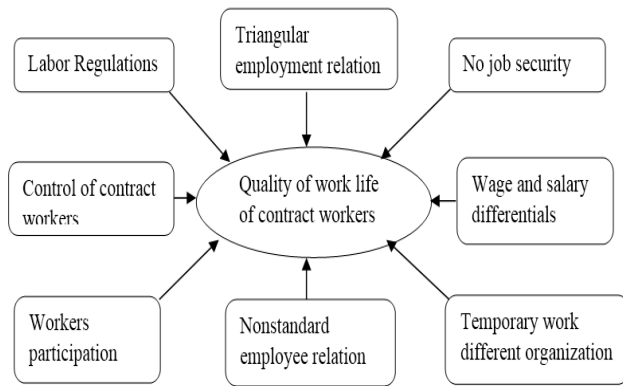


Figure 1.

X. NO JOB SECURITY

In the context of reference data, declining job security implies that given existing economic conditions, workers who had a reasonable expectation (presumably based on past firm behavior) of not being dismissed are being dismissed. This implies a change in the relationship between contract parameters (such as tenure and economic conditions) and the probability of being dismissed. From the reference data results reveal that significant changes over time in the relationship between job tenure and turnover decisions by workers and firms. Those results appear consistent with secular changes in incentives to maintain ongoing employment relationships. A recent contribution that recognizes the potential for bilateral incentive problems is Ramey and Watson (1997). In addition to the standard worker effort constraint that must be overcome, firms face an incentive to cheat on workers; both forms of noncooperation yield a short-run payoff at the expense of dissolution of the job match. This assumption is implausible in a wide variety of jobs. I now incorporate the realistic assumption that monitoring of worker effort is imperfect, which has been the focus of the efficiency wage and deferred payment contract literatures. When the employer is not satisfied with the workers he can negotiate with the contractors for alternate change of workers. So there is always no job security i.e. permanent work pay for the contract workers. Only work for different organizations with reference of contractors. For many workers, working as a temporary is often temporary. However, the extent to which temporary workers are able to obtain permanent jobs is an unresolved issue. Segal & Sullivan's (1997b) analysis of administrative data from the unemployment insurance system of Washington State showed that about 58% of agency temps found permanent jobs by the end of six quarters; the remaining 42% either became unemployed, dropped out of the labor force, or remained with the agency. Using Current Population Surveys (CPS) data, Houseman & Polivka (2000) found that approximately 52% of agency temps had changed employers

one year later; this is an upper-bound estimate of those finding permanent employment, since they might have switched to another temp agency (see also Segal 1996).

XI. WORKER PARTICIPATION

It is interesting to see the industry wise variation in contract workers participation. It is evident that there is significant variation with respect to contract workers participation from "The Journal of Industrial Statistics", 142 Vol. 5, No. 2 in industrial activities. Industrial activities, namely, tobacco products, where the highest (73.29 percent of all workers) proportion of contract workers are engaged in the production process followed by other non-metallic mineral products (57.98 percent) and manufacture of coke, refined petroleum products (49.56 percent). Industrial activities, namely, manufacturing of wearing apparel (12.35 percent), textiles (14.07 percent), and printing & reproduction of recorded media (16.85 percent), where, significantly low percentage of contract workers are engaged with presents the percentage of contract workers with respect to major States/UTs in India. With the reference data from the reference papers it shows that there is significantly higher proportions of contract workers have been engaged in the organized manufacturing sector which is higher than the national average. However, one industrialized States, namely, Tamil Nadu (19.54 percent) has significantly low proportions of contract workers have been engaged in the organized manufacturing sector. Thus from the contract workers have low participation rate when compared to direct workers based on the work life difference between those two workers.

XII. WAGE DIFFERENTIALS

In the following section an attempt has been made to look into the wage differential in the registered organized manufacturing sector with respect to contract workers and direct workers in India. We define,

Wage Differential Ratio = Average contract workers wage/Average direct workers wage

The average wage has been calculated on the basis of total annual wages to total man-days worked. So, the average contract workers wage has been calculated on the basis of total contract workers annual wage to total man-days worked for contract workers. Similarly, the average direct workers wage has been calculated on the basis of total annual wage to total man-days worked for direct workers. From the reference data it has been revealed that the average wage rate per day for direct workers is Rs. 164 in 2000-01. However, the wage rate has increased significantly during last decade and reached at

Rs. 404 in 2012-13. Whereas the average wage rate per day for contract workers is Rs. 90 in 2000-01 and increased to Rs. 221 in 2010-11 and Rs. 156 in 2012-13. It has also been revealed that there is significant wage difference with respect to direct workers and contract workers. Over the period, the wage rate difference between contract workers and direct workers has increased significantly. From wage differential ratio, it has been revealed that the contract workers wage rate is forty five (45%) percent less than that of direct workers wage in 2000-01. Matusik and Hill (1998) argued that standard employees with more firm-specific knowledge are not vulnerable to replacement by nonstandard workers because they are often responsible for combining the public knowledge of nonstandard workers with their own firm-specific knowledge. Similarly, Barnett and Miner (1992) reported that use of temporary workers decreased the internal mobility of lower-level employees and increased the internal mobility of higher-level employees. There is an indication of declining wage differential ratio between direct workers and contract workers over the last decades. It is clearly understood the wage differentials between contract workers and direct workers during 2000-01 to 2012-13.

There is significant variation in wage difference has been observed among major States/UTs between contract and direct workers. So the wage differentiation affects the work life of the contract workers because of current economic situation scenario.

XIII. NONSTANDARD EMPLOYEE RELATION

Non standard work arrangements such as part-timework, temporary employment and contract work have become an important topic in research and writing on work and employment relations. Global economic changes increased competition and uncertainty among firms and put greater pressure on them to push for greater profits and to be more flexible in contracting with their employees and responding to consumers. Examples of such nonstandard work arrangements include temporary help agency, leased, and contract company employment. Geary (1992) found that when temporary and standard workers were blended, managers devoted substantial attention to managing conflicts between temporary and standard workers. As a consequence, standard employees received less informal performance feedback and irregular performance appraisals, making it more difficult for them to obtain promotions. These results are consistent with Barnett and Miner's (1992) finding that use of temporary workers reduced the promotion chances of lower-level employees (although the promotion chances of upper-level employees increased). Uzzi and Barsness (1998) also reported that use of contractors was associated with job reorganizations

that reduced the internal mobility of the standard employees they studied. When the regular duties of standard employees do not include the training and supervision of peers and they take on the uncompensated task of training and supervising nonstandard workers, the feelings of inequity and psychological contract violation we described earlier are likely to be particularly strong. Conversely, when standard employees' regular duties include peer training and supervision, they are less likely than standard employees without these duties to experience the training and supervision of nonstandard workers as an expansion of the scope of their work. Thus, they are less likely to experience feelings of inequity and psychological contract violation when they perform those duties for nonstandard workers.

XIV. CONTROL OF CONTRACT WORKERS

The defining characteristic of the temporary help industry is the triangular employment relationship (C'ordova 1986, Moberly 1987, Gonos 1997, Vosko 1997), in which the temporary agency is the legal employer, while the client organization supervises the employee. This raises complex legal issues as to which organization is responsible for complying with governmental regulations and especially as to who is liable for accidents and other aspects of the employment relationship. One of the key factors that determine whether or not an organization is a worker's employer is the extent to which it supervises the worker's activity (Carnevale et al 1998). In order to avoid being considered a joint employer (and thus being liable for some employer responsibility), clients employing temporary help agencies (and contract companies) often use buffers to differentiate the way they treat contractors and regular employees (Jarmon et al 1998). The most severe buffer is time, specifying that the temp must leave after a fixed time period (Smith 2000). The problem of control over temporary help agency workers is rooted in the need to manage individual workers dispersed over multiple job sites, since temporary workers have multiple bosses and are separated from their co-workers. This control problem differs from those explained by theories that assume that wage work takes place at the employer's place of business (e.g., industrial models of bureaucratic control Collinson 1987). Gottfried (1991) found that temporary help agencies developed a dualistic form of control characterized by both centralization and decentralization. This dualistic control process involved a process of selection and transmission of information, employee recognition programs, and maintenance of uncertainty to retain the temp agency's control between assignments. It also included a fragmented labor process at the client site that isolated temps from regular workers to prevent temps from internalizing norms of output restriction. Cohen &

Haberfeld (1993) found that temporary help agencies could not monitor their workers directly. Hence, they relied either on professional credentials for occupations where performance can be assessed (bookkeepers) or steep wage progressions (albeit from a very low base) as incentives in cases where performance could not be assessed very accurately (clerks). Peck & Theodore (1998) showed how temporary help agencies may take over supervision and performance monitoring at the high end of the temporary help industry. These problems of control make it difficult for unions to organize temporary help agency employees. Unless the client and temporary help agency (or contract company) are considered “joint employers,” the client can fire employees of the temporary help agency (or contractor) for joining a union. In addition, the capacities for collective opposition against an employment system characterized by temporary jobs are limited by structural divisions within the ranks of temps that are created by the systems used to control them (Smith 1998).

XV. TEMPORARY WORK IN DIFFERENT ORGANIZATION

Employers may hire some workers directly on a temporary basis, either for a short time on fixed-term contracts (which have a fixed ending point, determined by completion of task or date) or an on-call basis (e.g., substitute teachers). While the doctrine of employment at will in the United States implies that almost all employment is in principle temporary (Summers 1997), the employment relation is generally assumed to be permanent or at least non temporary for an indefinite period unless it is explicitly designated as fixed-term or temporary. Temporary workers earn, on average, lower wages than regular workers (Segal&Sullivan 1997a), roughly one third less overall in the United States in 1994 (Nollen 1996). However, there is considerable heterogeneity in the wages that temporary workers receive (Williams 1989), as well as in the characteristics of temporary work more generally (Feldman et al 1995, Gallie et al 1998). Salaries of temporaries vary considerably by occupation and are sometimes higher than those of regular employees (Gannon 1974). Thus, temporary clerical workers are generally employed at lower wage rates than their permanent counterparts, and temporary industrial workers often receive much lower pay. On the other hand, engineers and technicians who are temporaries often earn more than their counterparts in regular jobs (Carey & Hazelbaker 1986). Cohen & Haberkfeld (1993) found that some temporaries (bookkeepers) were similar to regular fulltime workers with regard to wages and their determination, while temporary clerks resembled more those in secondary market jobs. Temporaries usually receive fewer fringe benefits than do regular workers (Gannon 1974, Segal&Sullivan 1997a, Kalleberg et al 2000). Temporary

workers’ fringe benefits are very limited, even in occupations where they may earn more than regular workers such as engineers and technicians (Carey & Hazelbaker 1986). Moreover, unlike part timework, temporary employment does not seem to mitigate unemployment, being rather an indicator of weak worker labor market position (especially among youth) in periods of high unemployment (De Grip et al 1997). Employers appear to use short-term hires mainly to deal with seasonal demands, as well as to provide staffing for special projects and unexpected increases in demand, and to fill in for regular employees who are absent (Houseman 1997, Davis-Blake & Uzzi 1993). Organizations with a low-cost producer strategy are also more likely to use direct-hire temporaries in core occupations (Gramm & Schnell 1998). Using temporary workers is not always beneficial for organizations (Delsen1995). Geary (1992) found that the use of temporary workers by three US firms operating in Ireland led to considerable conflict between permanent and temporary workers as well as between management and labor. Nollen (1996, Nollen & Axel 1996) found that temporary work is not always cost-effective, since the productivity of temporaries may be lower than that of regular workers. Using temporaries could also result in a waste of training from the organization’s point of view. Employers in different countries may use temporaries for different reasons, as Casey et al (1989) showed in their study of temporary workers in Britain and the (then) Federal Republic of Germany. British employers were more likely to use temporaries to obtain numerical flexibility, in order to increase or decrease their workforce size. German employers sought instead to obtain functional flexibility (the ability of employees to do a variety of tasks) by giving temporaries permanent contracts once they acquired the needed skills.

XVI. TRIANGULAR EMPLOYMENT RELATIONS

The emergence of triangular employment relations constitutes a major challenge to labor law, unionization, and other aspects of industrial relations systems. Theories of control systems also need to be revised to take into account the opportunities and challenges posed by co-employment and joint employer arrangements. Issues of who should provide training to workers emerge as critical public policy questions as well as matters of concern to employers and their employees. The effects of triangular employment relations on collective bargaining and unionization are particularly potentially devastating: The detachment of employees from their employers makes it difficult for unions to organize, and the existence of multiple employers provides them with leverage against unions. Research also needs to understand better the inter-organizational networks that underlie triangular employment relations. Linkages between temporary

help agencies and contract companies, on the one hand, and client organizations, on the other, are just beginning to be studied systematically. The interrelations among employment intermediaries themselves also deserve careful scrutiny.

XVII. LABOR REGULATIONS IN INDIA

Labor laws in India are covered by a large number of separate Acts setting minimum wages, conditions of work, payment of wages, benefits, workers' welfare, health and safety provisions, procedures for the resolution of industrial disputes, conditions for hiring and firing workers, and conditions for the closure of establishments. Legislative authority over labor issues falls with both federal and state governments. Over the years, state governments have amended some central acts. In addition, there is also considerable variation in the implementation of the law across states. Therefore labor regulations both de jure and de facto vary considerable at state level. The most controversial labor regulations deal with the conditions for hiring and retrenching workers and with the closure of establishments. A 1976 amendment to the 1947 Industrial Disputes Act (IDA, 1947) made layoff, retrenchment and closure illegal except with the previous permission of the appropriated government for all firms with more than 300 workers. This coverage was subsequently extended in 1982 to all firms with more than 100 employees.⁵ Permission to retrench or to close is rarely granted and unapproved separations carry a potential punishment of both a substantial fine and a prison sentence for the employer. Instead, actual compensation for retrenchment is low by international standards. In this event, any workman (as defined by the IDA) with more than 240 days of service is entitled to one month's notice and 15 days of compensation for every year of service at 50 percent of basic wages plus dearness allowance. Whoever obstructs an inspector in the discharge of his duties under this Act or refuses or willfully neglects to afford the inspector any reasonable facility for making any inspection, examination, inquiry or investigation authorized by or under this Act in relation to an establishment to which, or a contractor to whom, this Act applies, shall be punishable with imprisonment for a term which may extend to three months, or with fine which may extend to five hundred rupees, or with both. Different labor regulations are expected to cause differential impacts on economic variables because each may involve a different combination of at least three effects: (1) a price effect, (2) an expropriation effect, and (3) a rigidity effect. Price effects occur when regulations increase the cost of labor. Expropriation effects are related to holdup problems that occur when regulations make it easier for workers to appropriate part of the return of an employers' investment once that investment is sunk⁷. This is the case, for instance, when regulations increase workers' ability to initiate

and sustain industrial disputes. Finally rigidity effects occur when regulations make the adjustment of labor (or other factors) more costly and difficult. Regulations that increase the price of labor or generate expropriation effects are expected to have a negative effect on the demand for labor. Instead, regulations that increase the cost of adjusting employment have ambiguous effects since they may cause a reduction of both job creation and job destruction (Bertla, 1990). Thus ultimately, whether regulations have a positive or negative effect on employment depends on whether their dampening effects on job creation are offset by a reduction in job destruction. The effects on capital will also depend on which of the three effects dominate. While the price and rigidity effect may lead firms to substitute labor for capital, the fear of expropriation may create strong disincentives on investment and capital formation. Regulations that specifically target employment adjustment such as chapter Vb are likely to induce large price and rigidity effects, and possibly some expropriation effects as workers' bargaining power vis-à-vis employers increases the more secure workers feel in their job. On the other hand, regulations that increase the cost of solving industrial disputes are likely to generate expropriation effects associated with the increased uncertainty regarding firms' ability to solve industrial conflict in their favor. They also create price effects as the price of labor involves the additional costs of handling labor disputes. Finally, they may also create some rigidity effects as dismissal related labor disputes become more costly for firms. The former implies that the effects of a given regulation on outcomes are ambiguous and depend on which of the three effects dominate. Therefore, the issue of what are the effects of different pieces of regulation on employment and other economic outcomes becomes an empirical question, one that we address in the rest of this paper.

XVIII. CONTRACT WORKERS ADVANTAGES

There are many advantages to hiring contract, interim or temporary workers. Contract workers offer the opportunity to quickly hire someone with specialist skills, or to bolster a department in the short term. Invariably, the experienced contract worker brings a new level of enthusiasm and energy into a company. They are there for the short term and both you and they can make the most of their input, without the need for extra training. They can also bring new skill sets, which may prove beneficial to your business. Perhaps you need to cover for a valued staff member while they take a break, or foresee a busy period when you need an extra hand. And given market volatility, short-term contractors provide the ideal opportunity to assess market shifts and future needs and opportunities. There are also tax advantages to be gained from hiring contractors.

XIX. CONCLUSION

Thus from study all factors which mentioned in this paper affects the work life of contract labors based on the reference data, that the contract workers almost differed with the direct workers work life. Labor regulations are generally introduced to improve the lot of workers however our results suggest that in India they are not achieving this goal. Not only regulations have created large costs for society, but they haven't raised workers' labor share that affects the work life of contract labors. Because of flexibility in labor laws, contract workers are engaged as the substitution against the direct workers. There is significant wage difference has been observed between contract and direct workers. But the difference in the wages makes low quality work life for contract workers for living in present economic scenario. For the better quality work life monetary compensation, safe working conditions, social integration with the contact workers for the better work participation rate for the opportunity to develop human capability and growth of the organization. Unless employees are permitted and encouraged to discuss safety issues in their participation group meetings, it is unlikely that QWL Groups will realize their full potential in reducing plant accidents. The use of continuous measures of employee participation, such as meeting frequency and employee participation rates, will help us to learn more about the evolution of worker participation programs than will simply counting the number of active QWL Groups. Worker's may be encouraged to offer suggestion for making improvements in the organization, this makes them feel there importance in the company. Quality of work life can effect such thinks as employees timings, his or her work output, his order available leaves etc. Work life balance must be maintain effectively to ensure that the employees are running at their peak potential and free from stress and strain. So it is up to the organization to focus on their worker's to improve their quality of work life so that the attrition, absenteeism and decline in worker's productivity can be checked. Necessary suggestions are given by the investigator for the same.

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