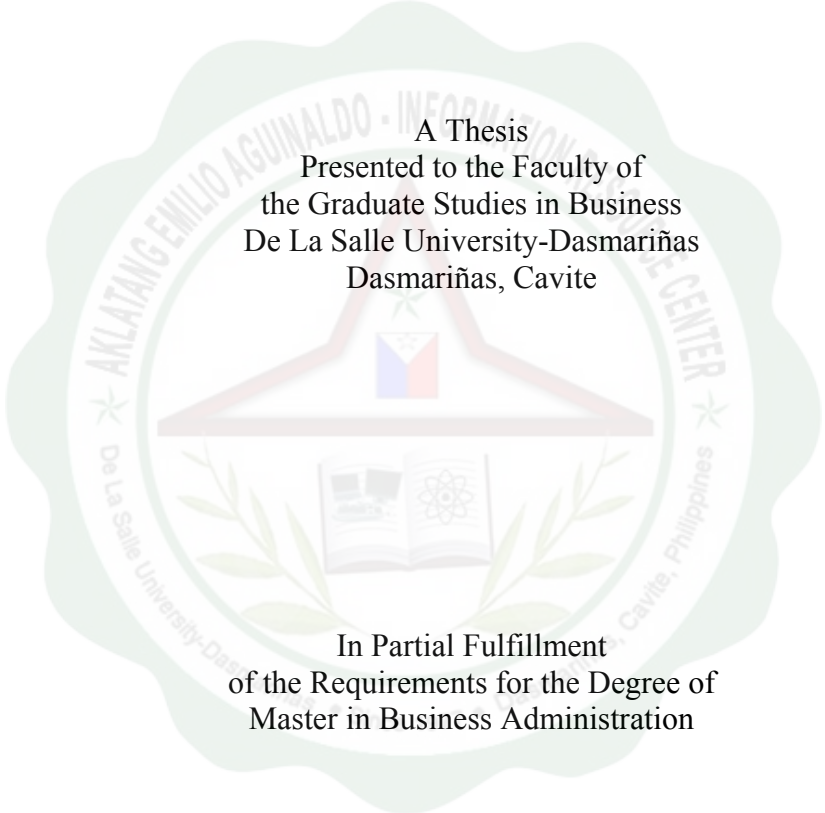


**DUAL COMMITMENT OF CONTINGENT WORKERS IN SELECTED
MANUFACTURING FIRMS IN CAVITE**



A Thesis
Presented to the Faculty of
the Graduate Studies in Business
De La Salle University-Dasmariñas
Dasmariñas, Cavite

In Partial Fulfillment
of the Requirements for the Degree of
Master in Business Administration

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ABSTRACT

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The need to reduce cost, labor flexibility, and the focus on core competencies led to the employment of a new breed of workers and work arrangement. Hiring of workers on a temporary basis has been the answer of business organizations to the global economy, globally transforming work status to contingent employment.

In the Philippines, contingent workers are usually hired through an outsourcing agency and then assigned to a client company. This new work arrangement has led to more complex relationships, not only between workers and their hiring agencies but also between workers and client companies as well. One particular dilemma of such arrangement is the commitment of these contingent workers since they are serving two entities – the agency and the client company, can their commitment be equal to both? Commitment is a very important aspect to any organization because it is said to be a major factor in employee performance and effectiveness.

The purpose of this study was to examine the commitment of contingent workers to their agency and client company. Furthermore, this commitment was investigated using the three components of organizational commitment, namely; affective, normative, and continuance. The study determined the level of organizational commitment of contingent workers in selected manufacturing

companies in Cavite. The study sought to identify the personal characteristics of the contingent workers in selected manufacturing companies in Cavite, the level of organizational commitment of the contingent workers to their agency and client company, the dominant component in the organizational commitment of contingent workers to the agency and client company; the degree of dominance of such component, the significant differences in the organizational commitment of contingent workers to the agency and client company relative to their personal characteristics, the significant difference in the organizational commitment of contingent workers to the agency and client company when grouped according to company, and lastly, the significant predictors of dual commitment of contingent workers based on personal characteristics.

A survey sheet known as the Agency-Host Commitment Questionnaire (ACHQ) developed by the researcher patterned after the Three Component Model questionnaire by Meyer and Allen was the major instrument employed in the study. Scores were tabulated to provide descriptive and correlational statistics.

The most important insight gained from this study was that the total commitment of contingent workers to their agency and client company are basically that of indifference. Commitment or noncommitment has not been given any thought or are insignificant to contingent workers. The significant relationship between the components of organizational commitment and some demographic characteristics of the respondents proves that personal characteristics were relatively significant in determining the level and component of organizational commitment of contingent

workers. However, they do not necessarily provide the best variables in soliciting commitment. Job security, benefits, high wages, promotions, and recognition were ranked by the contingent worker which seemed to contribute to their organizational commitment to the agency and client company. It is important to note that the order of importance as ranked by contingent workers may actually be their sentiments and might explain the results obtained in their level of organizational commitment.

The results of the study presented some major implications to government and business entities. An evaluation on existing government laws on contingent employment, business strategies of companies who hire contingent employees and corporate social responsibility were recommended.

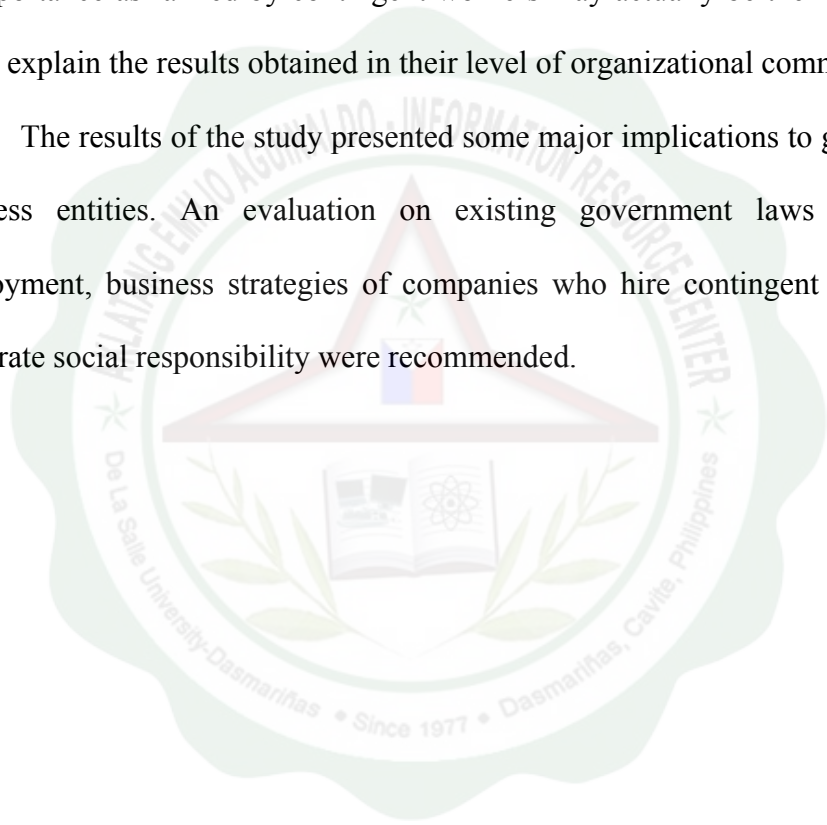


TABLE OF CONTENTS

	Page
TITLE PAGE	i
DEED OF DECLARATION	ii
APPROVAL SHEET	iii
BIOGRAPHICAL SKETCH	iv
ACKNOWLEDGMENT	v
ABSTRACT	vi
TABLE OF CONTENTS	ix
LIST OF TABLES	xiv
LIST OF FIGURES	xviii
LIST OF APPENDIXES	xix
INTRODUCTION	1
Statement of the Problem	3
Significance of the Study	4
Objectives of the Study	5
Hypothesis of the Study	6
Scope and Limitations of the Study	6
Definition of Terms	7
REVIEW OF RELATED LITERATURE	10
Organizational Commitment	12

TABLE OF CONTENTS

	Page
Components of Commitment.	13
Contingent and Commitment.	16
Personal Characteristics and Commitment	19
Dual Commitment	21
Approaches to the Study of Dual Commitment.	26
THEORETICAL/CONCEPTUAL FRAMEWORK.	28
The Three Component Model	28
METHODOLOGY	33
Research Design.	33
Sample	34
Company A	34
Company B	34
Procedure.	35
Sources of Data	36
Methods of Analysis	36
RESULTS AND DISCUSSION	41
Personal Characteristics of the Respondents.	40
Gender	40

TABLE OF CONTENTS

	Page
Civil Status.	41
Age.	43
Educational Attainment.	43
Length of Employment with the Agency.	43
Length of Deployment with Client Company.	45
Client Companies assigned by the Agency to Contingent Workers.	47
Income.	47
Distance of Residence to Work Place	49
Level of Organizational Commitment of Contingent Workers.	49
Level of Organizational Commitment of Contingent Workers to the Agency	49
Level of Organizational Commitment of Contingent Workers to the Client Company	52
Dominant Component of Organizational Commitment of Contingent Workers to the Agency and Client Company	52
Affective Commitment of Contingent Workers to the Agency and Client Company.	52

TABLE OF CONTENTS

	Page
Continuance Commitment of Contingent Workers to the Agency and Client Company.	55
Normative Commitment of Contingent Workers to the Agency and Client Company.	57
Significant Differences in Organizational Commitment of Contingent Workers to their Agency and Client Company relative to their Personal Characteristics.	59
Gender.	59
Civil Status.	59
Age.	61
Education.	64
Length of Employment with the Agency.	65
Length of Deployment with Client Company.	65
Client Companies assigned by the Agency to Contingent Workers.	67
Income.	68
Distance of Residence to Work Place.	68
Housing Arrangements.	68
Organizational Commitment to the Agency and Client Company when Grouped according to the Number of Contingent Workers assigned per Client Company.	69

TABLE OF CONTENTS

	Page
Dual Commitment and Its Predictors Relative to Personal Characteristics.	73
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS.	77
Summary.	77
Conclusions.	80
Recommendations.	82
Evaluate existing government laws on contingent employment.	82
Evaluate business strategies of companies who hire contingent employees.	83
Exercise Corporate Social Responsibility.	83
BIBLIOGRAPHY.	85
APPENDIXES.	91

LIST OF TABLES

Table		Page
1	Sample Size per Company using Slovin’s Formula.	35
2	Agency and Host Commitment Questionnaire Scale Range of Values and their Qualitative Equivalents.	38
3	Correlation Coefficient Values and their Qualitative Equivalents.	39
4	Levels of Organizational Commitment of Contingent Workers.	40
5	Distribution of Respondents by Gender.	42
6	Distribution of Respondents by Civil Status	42
7	Distribution of Respondents by Age	44
8	Distribution of Respondents by Educational Attainment.	44
9	Distribution of Respondents by Length of Employment with Agency.	45
10	Distribution of Respondents by Length of Deployment with Client	46
11	Distribution of Respondents by Client Companies assigned by the Agency to Contingent Workers.	48
12	Distribution of Respondents by Monthly Income.	48

LIST OF TABLES

Table		Page
13	Distribution of Respondents by Municipality of Residence.	50
14	Distribution of Respondents by House Ownership.	51
15	Level of Organizational Commitment of Contingent Workers to the Agency.	51
16	Level of Organizational Commitment of Contingent Workers to the Client Company.	53
17	T-Test of Mean Scores for the Overall Commitment of Contingency Workers to the Agency and Client Company.	53
18	Summary of Mean Scores of the Three Components.	53
19	T-test for the Affective Commitment of Contingency Workers to the Agency and Client Company.	54
20	T-test for the Continuance Commitment of Contingency Workers to the Agency and Client Company.	56
21	T-test for the Normative Commitment of Contingency Workers to the Agency and Client Company.	58
22	Perceived Organizational Support from the Agency and Client Company.	58

LIST OF TABLES

Table		Page
23	Cross Tabulation of Organizational Commitment to Agency by Civil Status	60
24	Cross Tabulation of Organizational Commitment to Client Company by Civil Status	61
25	Organizational Commitment of Older Workers to Agency (Aged 26 and up)	63
26	Organizational Commitment of Older Workers to Client Company (Aged 26 and up)	63
27	Correlations between Length of Employment of Contingent Workers with the Agency (Loswca), Length of Deployment of Contingent Workers with the Client Company (Loswcc), and Number of Contingent Workers Deployed per Client Company (Nocatyba)	66
28	Summary of Organizational Commitments to Agency and Client Company when Grouped per Number of Contingent Workers Deployed per Company	71
29	ANOVA of Total Organizational Commitment of Contingent Workers to the Agency	72
30	ANOVA of Total Organizational Commitment of Contingent Workers to the Client Company	72
31	Dual Commitment of Contingent Workers to the Agency and Client Company	74

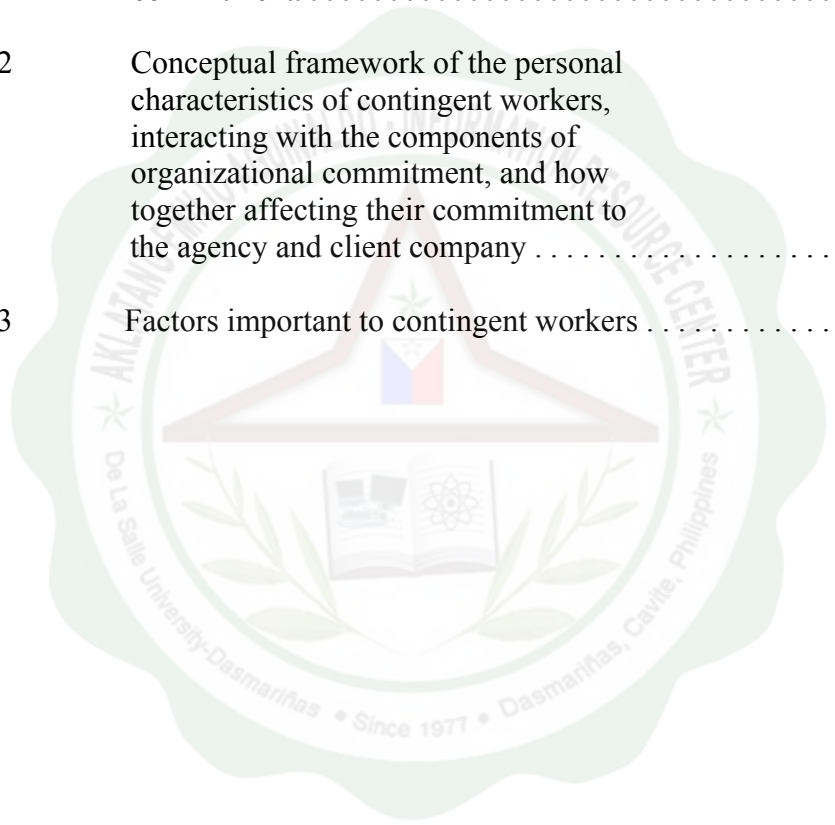
LIST OF TABLES

Table		Page
32	Factors contributing to the Organizational Commitment of Contingent Workers to the Agency and Client Company.	76



LIST OF FIGURES

Figure		Page
1	Theoretical framework of the three component model of organizational commitment.	30
2	Conceptual framework of the personal characteristics of contingent workers, interacting with the components of organizational commitment, and how together affecting their commitment to the agency and client company	31
3	Factors important to contingent workers	76



LIST OF APPENDIXES

Appendix		Page
A	Employee Survey to Contingent Workers.	92
B	Agency - Host Commitment Questionnaire (AHCQ)	94
C	Frequency Distributions of Personal Characteristics of Contingent Workers.	95
D	Frequency Tables of Components of Organizational Commitment.	98
E	Correlations of Components of Commitment to Agency and Client Company.	100
F	Regression Analysis.	102
G	ANOVA: Significant Differences in Organizational Commitments by Personal Characteristics.	106
H	ANOVA : Significant Differences among Commitments per Company	108
I	T-test Results for Total Organizational Commitment for Agency and Client Company.	110
J	Correlations Components of Organizational Commitment and Personal Characteristics.	111
K	Perceived Organizational Support (POS) of Contingent Workers.	112

LIST OF APPENDIXES

Appendix		Page
L	Frequency Distribution of Commitments of Older Contingent Workers (Ages 26 and above).....	113
M	Cross Tabulations of Components and Company (A and B).....	116
N	Cross Tabulation of Total Commitment to the Agency by Personal Characteristics.....	122
O	Cross Tabulation of Total Commitment to the Client Company by Personal Characteristics.....	126
P	Permission to Use Questionnaire.....	131
Q	Paired Sample Statistics of Affective Commitment of Contingent Workers to the Agency and Client Company.....	132
R	Correlation Test of Affective Commitment of Contingent Workers to the Agency and Client Company.....	132
S	Paired Sample Statistics of Continuance Commitment of Contingent Workers to the Agency and Client Company.....	133
T	Correlation Test of Continuance Commitment of Contingent Workers to the Agency and Client Company.....	133
U	Paired Sample Statistics of Normative Commitment of Contingent Workers to the Agency and Client Company.....	134

LIST OF APPENDIXES

Appendix		Page
V	Correlation Test of Normative Commitment of Contingent Workers to the Agency and Client Company.	134
W	Paired Sample Statistics of Overall Commitment of Contingent Workers to the Agency and Client Company.	135
X	Correlation Test of Overall Commitment of Contingent Workers to the Agency and Client Company.	135
Y	Distribution of Ranking of Job Security	136
Z	Distribution of Ranking of High Wages	136
AA	Distribution of Ranking of Benefits	137
AB	Distribution of Ranking of Promotion.	137
AC	Distribution of Ranking of Recognition	138