

HRM and Temporary Workers' Well-being: A study in Portugal and Brazil

Maria José Chambel¹ and Anete Souza Farina²

¹Faculty of Psychology, university of Lisbon, Portugal

²IPUSP, University of S. Paulo, Brazil

mjchambel@psicologia.ulisboa.pt anete@usp.br

Abstract

Purpose: Temporary agency workers (TAWs) have been considered workers that live employment conditions that facilitate high strain. In this study we considered that this situation is not inevitable and depends from the opportunity to have positive experiences in the professional context. This paper aims to propose that perceptions of the system of HRM practices are positively related with work engagement, which in turn, is positively related with context free well-being. *Design/methodology/approach:* These hypotheses were tested with two samples of TAWs, from Portugal (N=241) and from Brazil (N=228), that were contracted by the same international agency. Data were analyzed with multiple group analysis. *Findings:* Results confirmed that in both the Portuguese and the Brazilian samples the system of HRM practices relates positively with TAWs context free well-being and their work engagement mediates this relationship. However, we also verified that the relationship between engagement and satisfaction with life was stronger for Portuguese than for Brazilian TAWs. *Practical implications:* An important implication of this research is that agency should assume that HRM practices are an investment with return from TAWs because were positively related to their well-being.

Introduction

Temporary agency work is a category of temporary employment arrangements that is characterized like the others by limited duration but has the specificity of a triangular employment relation that include the worker, the agency – the company that contract he or she – and the client – the company where he/she develops his/her diary professional activity (Kalleberg, 2000). Forty six million people worked as agency workers and 12.4 million agency workers were employed daily in 2011. The USA employs the largest number of agency workers with 12.9 million people gaining employment through agency work each year, followed by Brazil [12.3 million]. Europe employs 10.4 million people in agency work each year, and in Portugal, like the average in European Countries, temporary agency employment represents 1.6% of the rate of employment (CIETT, 2013).

Many studies focused on the effects of temporary employment on the workers' well-being and considered that many stressors were exacerbated in this situation conducting to higher strain and poor health (De Cuyper, et al., 2008). Particularly, temporary workers agency workers (TAWs) have more unstable and insecure work arrangements, carrying higher risks of unemployment, sometimes have erosion of income, deficient benefits and on-the-job-training, lack of prospects for promotion, and are exposure to hazardous work conditions that can damage their health and well-being (Benach, et al., 2000; Kompier, et al., 2009; Sverke, et al., 2002; Virtanen, et al., 2003). However, not all TAWs necessarily show

poor well-being and health because its may depend on the social and environmental context (Virtanen, et al., 2005). TAWs can have positive experiences in their professional contexts and show positive results (Burgess and Connell, 2006; Mitlacher, 2008).

The objective of this research is to investigate a positive result of TAWs, namely their work engagement. First, we investigate whether the perceptions of TAWs regarding human resource management (HRM) practices receive plays a crucial role in explaining their work engagement. We expect that TAWs who consider that the HRM practices receive facilitate to obtain their goals and satisfy their necessities to be those that display the highest work engagement. Second, we analyze the relationship of this psychological state and TAWs general well-being. We also expect TAWs who have more engagement to be those who experience higher context free well-being, namely higher satisfaction with life and higher perception of health. Third, we consider that engagement is a mechanism that explains the relationship of perception of organizational resources and workers' context free well-being (Parzefall and Hakanen, 2010). Going one step further, we also expect these relationships occur in Portugal and Brazil.

Literature Review and Hypotheses

TAWs' Engagement and HRM Practices

Work engagement is defined as “positive, fulfilling, and work-related state of mind that is characterized by vigor, dedication and absorption” (Schaufeli and Bakker, 2004, p. 295). Vigor is characterized by high levels of energy while working, which is conveyed through strong effort and persistence. Dedication is characterized by a sense of significance, enthusiasm, and inspiration. Absorption is characterized by being fully concentrated and with intrinsic enjoyment.

Indeed, engagement implies a high level of energy and involvement with work and is dependent on the resources one obtains in one's work context (Demerouti, et al., 2001; Schaufeli and Salanova, 2007), namely the resources which have a high potential in the promotion of motivation and well-being at work (Salanova and Schaufeli, 2008). In fact, researchers have been explored a large number of potential causes of engagement and according the meta-analysis performed by Halbesleben (2010), all of the studies suggested that job resources should increase work engagement. As a result the HRM practices might be related to engagement as the inducements provided by it fulfill the TAWs needs for esteem, approval, and emotional support. For example, rigorous recruitment and selection procedures may signal to the TAWs that the organization cares about the quality of the workers being hired and values them highly (Huselid, 1995). Similarly, socialization tactics allow newcomers to create identification with the organization's values and norms as well as learn the cultural organizational perspective (Ashforth and Saks, 1996). This, in turn, helps them to adapt to the organizational context and to have an adequate performance (Slattery, et al., 2006). In the same vein, provision of training that enables TAWs to develop skills and knowledge that promote employability, e.g. the acquisition of another work function within the same client organization or another organization within the market, fosters the perception of the work environment as being supportive (Finegold, et al., 2005; Forrier and Sels, 2003). Finally, those approaches in conjunction with a performance appraisal that is considered clear and fair, is clear indicator that the organization demonstrates concern with workers. These practices represent an organizational investment in employees and underscore their value within the organization (Takeuchi, et al., 2007). Thus, when the HRM practices provides these types of inducements the TAW perceives him/herself as having available job resources that stimulate personal development and work motivation (Schaufeli and Bakker, 2004) and, consequently, he/she feels more engaged (Demerouti et al., 2001).

Hypothesis 1: The extent to which TAWs perceive that organization develops HRM practices is positively related with their work engagement.

TAWs' Engagement and their Context Free Well-Being

The focus on work engagement is increasingly prevalent among practitioners as well as academics, because today's organizations need employees who feel energetic and dedicated, i.e., who are engaged with their work (Bakker and Schaufeli, 2008). In fact, the advantages of engagement for organizations was confirmed in meta-analysis studies: Harter and colleagues demonstrated the economic benefits of business-units with high average levels of engagement compared to those with lower levels of engagement (Harter, et al., 2002); Halbesleben (2010) confirmed the positive association between engagement and positive outcomes at work, namely a stronger relationship between dedication and commitment and turnover intention. However, work engagement may not only offer organizations a competitive advantage, but also benefit the worker (Bakker, et al., 2008). In fact, this positive psychological state at work may relates with the individual's context free well-being because workers with high engagement are active and energetic which fosters the mobilization of resources even in challenging conditions and protect them from strain and it health negative consequences (Salanova, et al., 2010). Thus, engagement has the potential to promote the quality of life, a state of overall satisfaction derived from the realization of his/her potential, that include health and satisfaction with life (Hakanen and Schaufeli, 2012).

Hypothesis 2: TAWs engagement relates positively with their context free well-being, namely with their perception of health (2a) and with their satisfaction with life (2b).

TAWs' Engagement Mediate Role

While empirical research specifically on the impact of HRM practices on workers' free context well-being is to-date inexistent, we could considered that when workers perceive these organization actions are both appropriate and useful to them because their needs and expectations are met (Hannah and Iverson, 2004; Kinnie, et al., 2005), they have higher motivation (Huselid, 1995) that is "functional" to promotes their well-being (Ryan and Deci 2000). Parzefall and Hakanen (2010) suggested that when the organization actions fulfill the obligation to provide resources that will bring a high potential in the promotion of workers' intrinsic motivation and well-being (Hui, et al., 2004) promoted these results in their employees. In fact, these authors suggested that were workers that perceived that organization fulfillment it obligation toward them, those that had the highest mental health. We consider that like the promises included in the psychological contract, as we previously presented, the HRM practices also triggered inducements that being responsive to TAWs objectives and needs and consequently, also have this potential to related positively with their well-being. In this study we are therefore interested in examining the potential relationship of perceived HRM practices as a form of resource specifically with TAWs context free well-being, namely their perception of health and satisfaction with life.

However, the job demand resource (JDR) model highlighted the role of work engagement as a mechanism through which job resources exert their positive relationship on motivational outcomes or on employee well-being (Bakker and Demerouti, 2007; Demerouti et al. 2001; Schaufeli and Bakker, 2004). Thus we argue that the positive relationship between HRM practices and TAWs' context free well-being occur through work engagement.

Hypothesis 3: Work engagement fully mediates the positive relationship between TAWs percive that organization develops HRM practices and their context free well-being, namely their perception of health (3a) and their satisfaction of life (3b).

Methods

Samples and Procedure

The research for this study was conducted with two samples from the same international agency work company, the first from Portugal (N=241) and the second from Brazil (N=228). The two samples included temporary agency workers from different sectors. In the two sample temporary agency workers were primarily female employees, had an average age proximal of 30 years, about half had a high school degree and previously were unemployed and the majority work in this agency less than a year.

In two countries all of the participants participated voluntarily. All the respondents completed the survey anonymously and were assured by the researcher that their responses would remain confidential.

Measures

HRM practices. The scales of HRM practices developed by Lepak and Snell's (2002) and Takeuchi and collaborators (Takeuchi et al., 2007) and prior training (Chambel and Castanheira, 2012) and socialization (Slattery, et al., 2006) scales developed with TAWs were selected as the basis for adapting and developing an initial pool of 34 items that covered the most representative HRM practices. Both company CEO read the questionnaire and checked for any ambiguous or unfamiliar items. These managers also examined whether it covered the most important aspects of HRM practices at the respective company. Based on their feedback some items were eliminated because they were either redundant or inadequate in this specific context. Thus, the research team kept a final pool of 17 items for the HRM practices measure that were selected by both CEO. The seventeen items evaluated the following parameters: staffing, socialization, training, and performance appraisal. All items were scored in a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

The resulting 17-item scale had reliability of .94 for Portuguese workers and of .93 for Brazilian workers. These alphas were comparable to the one that Lepak and Snell (2002) obtained for their HR system scale (.89) and the one that Takeushi and collaborators (Takeushi et al., 2007) obtained for their HR system scale (.90).

Engagement. We measured the vigor, dedication and absorption dimensions of Work Engagement by using the shortened version of the Utrecht Work Engagement Scale (nine items) (Schaufeli, Bakker and Salanova, 2006). Vigor was 3 items (Portuguese workers: Cronbach's alpha = .91; Brazilian workers: Cronbach's alpha = .87); dedication was 3 items (Portuguese workers: Cronbach's alpha = .88; Brazilian workers: Cronbach's alpha = .82); absorption was 3 items (Portuguese workers: Cronbach's alpha = .76; Brazilian workers: Cronbach's alpha = .72). The participants answered the questionnaire items using a 7-value Likert scale, ranging from 0 (never/nothing) to 6 (always, everyday).

Context free Well-being. We measured TAWs' context free well-being with the assessment of *Satisfaction with Life* and *Perceptions of Health*. Satisfaction with Life was assessed with the scale developed by Diener, Emmons, Larsen, and Griffin, (1985), that was a 5-Item Scale were scored on a seven-point rating scale from (1) (totally disagree) to (7) (totally agree) (Portuguese workers: Cronbach's alpha = .88; Brazilian workers: Cronbach's alpha = .82). The Health Perceptions Questionnaire developed by Ware, Davies-Avery and Donald (1978) was used to assess Perceptions of Health. The scale was composed of four-items were scored on a five-point rating scale from (1) (definitively false) to (5) (definitively true) (Portuguese workers: Cronbach's alpha = .89; Brazilian workers: Cronbach's alpha = .86).

Results

Measurement Models and Descriptive Analysis

In order to control for common method variance and to establish discriminative validity a prior test of the measurement model was conducted (Podsakoff et al., 2003). The one factor model exhibited poor fit to the data across samples. The Four-factor model obtained an acceptable fit across samples, and all standardized regressions coefficients were significant at the 0.01 level. Furthermore, in both samples the four-factor model fitted the data significantly better than the one-factor model. These analyses showed that across samples the factor structures of the research variables were consistent with the conceptual model and also that the manifest variables loaded on the latent variables, as intended.

Structural Models

The full-mediation model, fitted well the data across samples (Portuguese sample: $\chi^2(437) = 954.60$, $p < .001$; SRMR = .07; IFI = .90; CFI = .90, RMSEA = .07; and Brazilian sample: $\chi^2(437) = 660.83$, $p < .001$; SRMR = .05; IFI = .94; CFI = .94, RMSEA = .05). We then tested an alternative partial-mediation model with paths from HRM practices to satisfaction with life and to perceptions of health. These models also provided an acceptable fit both in the Portuguese and Brazilian samples (Portuguese sample: $\chi^2(435) = 952.49$, $p < .001$; SRMR = .07; IFI = .90; CFI = .90, RMSEA = .07; and Brazilian sample: $\chi^2(435) = 658.36$, $p < .001$; SRMR = .05; IFI = .94; CFI = .94, RMSEA = .05). However, this partial-mediation model did not fit the data significantly better than the full-mediation model (Portuguese sample: $\Delta\chi^2(2) = 2.11$, *n.s.*; Brazilian sample: $\Delta\chi^2(2) = 2.47$, *n.s.*).

The full-mediation model was then tested in a multiple group analyses (Baseline Model), and showed a good fit ($\chi^2(874) = 1615.43$, $p < .001$; SRMR = .05; IFI = .92; CFI = .92, RMSEA = .04). The full-constrained model showed a poor fit ($\chi^2(965) = 2293.88$, $p < .001$; SRMR = .06; IFI = .85; CFI = .85, RMSEA = .05). The constrained model was significantly worse than the baseline model ($\Delta\chi^2(91) = 678.45$, $p < .001$), meaning that equality constraints did not hold across samples. Finally, we performed subsequent iterative tests to inspect the location of invariance across samples. Our final model exhibited a good fit to the data ($\chi^2(888) = 1635.58$, $p < .001$; SRMR = .05; IFI = .92 ; CFI = .92, RMSEA = .04), non-significantly better than the baseline model ($\Delta\chi^2(14) = 20.15$, *n.s.*).

In this final model, we found that some coefficient paths were different across samples and, more importantly, structural relations between the variables studied were found to vary across samples of Portuguese and Brazilian workers.

In both samples of Portuguese and Brazilian workers, HRM practices were similarly positively related to TAWs' engagement ($\beta = .46$, $p < .01$, for Portuguese workers and $\beta = .44$, $p < .01$, for Brazilian workers), the more they perceive that organization develops HRM practices, the more engagement they feel toward their work, thereby supporting H1.

As expected, the results obtained support a global overview that TAWs engagement contributes positively to context free well-being of those workers, which provides support to H2. Specifically, both for Portuguese and Brazilian sample, TAWs engagement are strongly and similarly positively related to perceptions of health ($\beta = .48$, $p < .01$, for Portuguese workers and $\beta = .50$, $p < .01$, for Brazilian workers), providing support to H2a. If to another relationships studied we don't find differences among Portuguese and Brazilian workers, for the relationship between engagement and satisfaction with life, we observed that, for Portuguese TAWs, engagement seems contribute more to satisfaction with their life's ($\beta = .50$, $p < .01$, contrasting to $\beta = .35$, $p < .01$, for Brazilian workers). However, for both samples,

we found positive and significantly relationships between engagement and satisfaction with life, providing support to H2b.

Considering the possibility of full mediation of the relationship between HRM practices and free well-being by work engagement, result suggest that this full mediation occurs to both samples, providing support to H3. Analyzing particularly the relationship between HRM practices and perceptions of health, we found that work engagement seems function as a full mediator of these relationship (for Portuguese sample: $Z= 4.89, p <.01$; for Brazilian sample: $Z= 4.73, p <.01$), supporting H3a. Also for the relationship between HRM practices and satisfaction with life, work engagement seems function as a full mediator of these relationship (for Portuguese sample: $Z= 4.25, p <.01$; for Brazilian sample: $Z= 3.82, p <.01$), supporting H3b.

Discussion

Work strain has been commonly studied among TAWs' research, but results have proven contradictory (De Cuyper et al., 2008). This study found support that work well-being, namely engagement, is possible with this workers if they considering that organization invests in valuable resources. HRM practices relate to engagement because through them TAWs acquire resources that fulfill their needs for esteem, approval, and emotional support. The resources triggered by the HRM practices include being responsive to TAWs objectives and well-being, demonstrating concern with their interests, recognizing their value in the organization, promoting potential job opportunities outside and within the organization, and creating of more challenging goals (Hui, et al., 2004). These results support previous assumptions that stated that HRM practices should entail important workers' resources and increase work engagement (Schaufely and Salanova, 2007). More interesting this study also demonstrated that this positive psychological state at work spillover to high levels of context free well-being, namely higher satisfaction with life and higher perception of health (Sanz-Vergel, et al., 2012). Went one step further this study demonstrated that work engagement is a mechanism that explained the relationship of perception of organizational resources and workers' context free well-being (Demerouti et al., 2001; Schaufely and Bakker, 2004). HRM practices are interpreted by TAWs through an evaluation process, which considers whether these practices provides the resources they need showed the highest work well-being, which in turn, is related to temporary workers' satisfaction with life and perception of health (Parzefall and Hakanen, 2010)

As expected, we observed that these relationships occurred with TAWs that work in two different countries: Portugal and Brazil. These TAWs were contracted by the same international agency with similar employment conditions that, probably, contributed to these similar results in these two countries. However, this study showed, that engagement had a stronger relationship with satisfaction with life for Portuguese TAWs than for Brazilian. We assumed that the result could be explained by a third variable influence, the different unemployment rate in these two countries: Portugal proximal to 18% and Brazil proximal 6%. This situation may produce different employment expectative and for Portuguese with lower than Brazilian, when they live a positive situation at work that entails this psychological state of engagement, they attribute higher value of it and show higher spillover to their satisfaction with life, outside work. Future studies are needed in which, in addition to investigating the relationship between TAWs' well-being at work and outside work, we would study the nature of their employment expectative and the value of this opportunity of temporary employment.

Limitations

This research has a number of limitations that need to be acknowledged. First, this study has a cross-sectional design and it does not allow causal relationships to be established among the variables. However, the hypothesized relationships were based on generally accepted relationships among organizational resources, engagement and workers well-being (Demerouti et al., 2001; Schaufeli and Bakker, 2004). Second, variables were assessed through self-reported data, which raises the question of results being contaminated by the common method variance. Nevertheless, the research was focused on workers' perceptions and reactions to their employment conditions and self-reported data seemed appropriate in this case. Moreover, as referred to by Spector (2006), common method variance concerns associated with heavy reliance on self-reported data measurements may be overstated. Still, in order to minimize the impact of common method variance, the statistic analysis followed several methodological and statistical recommendations of Podsakoff et al. (2003). Third, the study samples were relatively small that were contracted by the same agency and the possibilities for generalization to other TAWs needs to be demonstrated. Moreover, the agency where this research was carried out had positive attitudes and developed good practices toward their TAWs and this condition may have been directly related to their well-being. However TAWs have a double employment relationship that are not independent (Connelly, et al., 2007; Coyle-Shapiro, and Morrow, 2006). Future research should include situations where TAWs had less access to positive HRM practices or had access to negative actions (e.g. discrimination at client) and further analysis of the relationship of these variables with TAWs' well-being should be conducted.

Implications

This study has several implications for the daily management of TAWs. First, based on results, it is possible to conclude that it is also possible for TAWs to develop a positive employment condition that entails their positive well-being. Through a system of HRM practices that signals to TAWs that agency contribute with resources that satisfy their needs, they show a positive psychological state at work and exhibit higher context free well-being. These outcomes have been pointed in the European recommendations priorities in employment context (Commission of the European Communities, 2002; European Agency for Safety and Health at Work, 2005). This study shed more light onto this issue, demonstrating the role of employment context for TAWs. Research developed in different organizational contexts has shown that temporary workers have noticeably bad employment conditions (Benach, et al., 2000; Kompier, et al., 2009; Virtanen et al., 2003). This study may contribute to changing this situation. Investment in HRM practices is good for both TAWs and organizations, contributing to an effective employment relationship. The system of HRM practices of TAWs is fundamental as it is related to higher levels of their engagement. Establishing and maintaining this positive psychological state is vital to organizational effectiveness, namely it performance (Halbesleben, 2010; Harter, et al., 2002). Furthermore, study results showed that engagement is also associated with TAWs' perception of health and satisfaction of life. Thus, organization also contribute to the fulfillment of it ethical obligation to construct a health employment context for their workers.

Finally, we believe this study has critical societal implications. Given the growth of the number of TAWs in the world, our results demonstrated that the system of HRM practices is positively associated with favorable TAWs well-being; hence we believe this action can be a new avenue to putting an end to discrimination against TAWs.

References

- Ashforth, B., & Saks, A. (1996). Socialization tactics: Longitudinal effects onnewcomer adjustment. *Academy of Management Journal*, 39(1), 149-178.

- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22, 309-328.
- Bakker, A.B., & Schaufeli, W.B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior*, 29, 147-154.
- Bakker, A.B., Schaufeli, W.B., Leiter, M-P., & Taris, T.W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22, 187-200.
- Batt, R. (2002). Managing customer services: Human resource practices, quit rates, and sales growth. *Academy of Management Journal*, 45(3), 587-597.
- Benach J., Benavides, F.G., Platt, S., Diez-Roux, A., & Muntaner, A. (2000). The health-damaging potential of new types of flexible employment: A challenge for public health researchers. *American Journal of Public Health*, 90, 1316–1317.
- Burgess, J., & Connell, J. (2006). Temporary work and human resources management: Issues, challenges and responses. *Personnel Review*, 35(1), 129-140.
- Byrne, B. (2001). *Structural Equation Modelling with Amos*. London: Lawrence Erlbaum.
- Chambel, M.J., & Castanheira, F. (2012). Training of temporary workers and the social exchange process. *Journal of Managerial Psychology*, 27(2), 191-209.
- CIETT (International Confederation of Private Employment Agencies). (2013). *The agency work industry around the world*. Brussels: CIETT.
- Commission of the European Communities (2002). *Adapting to change in work and society: a new Community strategy on health and safety at work 2002–2006*. Brussels.
- Connelly, C.E., Gallagher, D.G. and Gilley, K.M. (2007), “Organizational and client commitment among contracted employees: a replication and extension with temporary workers”, *Journal of Vocational Behavior*, Vol. 70 No. 2, pp. 326-35.
- Coyle-Shapiro, J.A.-M. and Morrow, P.C. (2006), “Organizational and client commitment among contracted employees”, *Journal of Vocational Behavior*, Vol. 68 No. 3, pp. 416-31
- De Cuyper, N., De Jong, J., De Witte, H., Isaksson, K., Rigotti, T., & Shalk, R. (2008). Literature review of theory and research on psychological impact of temporary employment: Toward a conceptual model. *International Journal of Management Reviews*, 10, 25-51.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86, 499-512.
- Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment*, 49, 71–75.
- European Agency for Safety and Health at Work – European Risk Observatory Report 2005
- Finegold, D., Levenson, A., & Van Buren, M. (2005). Access to training and its impact on temporary workers. *Human Resource Management Journal*, 15(1), 66-85.
- Forrier, A., & Sels, L. (2003). Temporary employment and employability: Training opportunities and efforts of temporary and permanent employees in Belgium. *Work, Employment and Society*, 17(4), 641-666.
- Halbesleben, J. R. B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources and consequences. In A. Bakker and M. Leiter (Eds), *Work engagement: A Handbook of Essential theory and research* (pp. 102-118). New York: Psychology Press.
- Hakanen, J.J., & Schaufeli, W.B. (2012). Do burnout and work engagement predict depressive symptoms and life satisfaction? A three-wave seven-year prospective study. *Journal of Affective Disorders*, 141, 415-424.
- Hannah, D., & Iverson, R. (2004). Employment relationships in context: Implications for policy and practice. In J. Coyle-Shapiro, J., L.M. Shore, M.S. Taylor, and L.M. Tetrick (Eds.), *The Employment Relationship: Examining psychological and contextual perspective* (pp. 232-350). New York, NY: Oxford University Press.

- Harter, J.K., Schmidt, F.L., & Hayes, T.L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of Applied Psychology, 87*, 268-79.
- Hui, C., Lee, C., & Rousseau, D. (2004). Employment relationships in China: Do workers relate to the organization or the people? *Organization Science, 15*(2), 232- 240.
- Huselid, M. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal, 38*(3), 635–672.
- Kalleberg, A. (2000). Nonstandard employment relations: Part-time, temporary and contract work. *Annual Review of Sociology, 26*, 341-365.
- Kinnie, N., Hutchinson, S., Purcell, J., Rayton, B., & Swart, J. (2005). Satisfaction with HR practices and commitment to the organization: Why one size does not fit all. *Human Resource Management Journal, 15*(1), 9-29.
- Kompier, M., Ybema, J.F., Janssen, J., & Taris, T. (2009). Employment contracts: Cross-sectional and longitudinal relations with quality of working life, health and well-being. *Journal of Occupational Health, 5*, 193-203.
- Lepak, D., & Snell, S. (2002). Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. *Journal of Management, 28*(4), 517-543.
- Mitlacher, L. (2008). Job quality and temporary agency work: Challenges for human resource management in triangular employment relations in Germany. *International Journal of Human Resource Management, 19*(4), 446-460.
- Parzefall, M-R., & Hakanen, J. (2010). Psychological contract and its motivational and health-enhancing properties. *Journal of Managerial Psychology, 25*, 4-21.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. -Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879–903.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist, 55*, 68–78.
- Salanova, M., & Schaufeli, W.B. (2008). A cross-national study of work engagement as a mediator between job resources and proactive behavior. *The International Journal of Human Resource Management, 19*, 116-131.
- Salanova, M., Schaufeli, W.B., Xanthopoulou, D., Bakker, A.B. (2010). Gain spirals of resources and work engagement. In: Bakker, A.B., Leiter, M.P. (Eds.), *Work Engagement: A Handbook of Essential Theory and Research* (pp. 118–131). New York, NY: Psychology Press.
- Sanz-Vergel, A.I., Rodriguez-Muñoz, A., Bakker, A.B., & Demerouti, E. (2012). The daily spillover and crossover of emotional labor: Faking emotions at work and at home. *Journal of Vocational Behavior, 81*, 209–217.
- Schaufeli, W.B., & Bakker, A.B. (2004). Job demands and job resources and their relationship with burnout and engagement: A multiple-sample study. *Journal of Organizational Behavior, 25*(1), 293-315.
- Schaufeli, W., Bakker, A., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement, 66*(4), 701-716.
- Schaufeli, W.B., & Salanova, M. (2007). Work engagement: An emerging psychological concept and its implications for organizations. In S.W. Gilliland, D.D. Steiner & D.P. Skarlicki (Eds.), *Research in Social Issues in Management (Volume 5): Managing Social and Ethical Issues in Organizations* (pp. 135-177). Greenwich: Information Age Publishers.

- Slattery, J., Selvarajan, T., & Anderson, J., (2006). Influences of new employee development practices on temporary employee work-related attitudes. *Human Resource Development Quarterly*, 17(3), 279-303.
- Spector, P.E. (2006), "Method variance in organizational research", *Organizational Research Methods*, Vol. 9 No. 2, pp. 221-32.
- Sverke M, Hellgren J, & Naswall K. (2002). No security: A meta-analysis and review of job insecurity and its consequences. *Journal of Occupational Health Psychology*, 7, 242–264.
- Takeuchi, R., Lepak, D., Wang, H., & Takeuchi, K. (2007). An empirical examination of the mechanisms mediating between high performance work systems and the performance of Japanese organizations. *Journal of Applied Psychology*, 92(4), 1069-1083.
- Virtanen, M., Kivimäki, M., Joensuu, M., Virtanen, P., Elovainio, M. & Vahtera, J. (2005). Temporary employment and health: A review. *International Journal of Epidemiology*, 34, 610–622.
- Virtanen, M., Kivimäki, M., Virtanen, P., Elovainio, M., & Vahtera, J. (2003). Disparity in occupational training and career planning between contingent and permanent hospital staff. *European Journal of Work and Organizational Psychology*, 12, 19–36.
- Ware, J. D., Davies-Avery, A., & Donald, C. A. (1978). Conceptualization and measurement of health for adults in the Health Insurance Study: Vol V, General health perceptions. R-198715-HEW. Santa Monica, Cal.: The Rand Corporation.
- Warr, P. (1999). Well-being and the workplace. In D. Kahneman, E. Diener, and N. Schwarz (Eds.), *Wellbeing: Foundations of Hedonic Psychology*. New York: Russell Sage Foundation.