

The Role of Contingent Workforce on the Vodafone-Oman Company Performance

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ABSTRACT

Through contingent workforce, organizations can quickly add or remove their labor force in response to the changes in market demand. As per their seasonal demand requirements, most of the companies are gaining benefit through this flexible approach of recruiting the contingent employees. During the un-season or no-sales period, the management can easily remove these contingent employees and during the high-demand and peak-season period management can easily hire the new intake of contingent workers as per the situational requirement. This is how the management can reduce the burden of additional labor cost during their un-seasons and they are raising organizational performance and productivity during their peak seasons. Without making any long-term commitment the companies can test and use the skills and abilities of contingent workforce. Especially when the companies wish to expand, their branches to new territories and those who wish to start their new business with new products to test the market, these contingent workers are more profitable and cost saving strategies to the companies. The contingent workforce can also deliver the best of their wider pool of talents and skills in the organizations. With the rise of remote work and the gig economy, companies are taking quick decisions to hire the talent in their immediate geographical areas. This opens a world of possibilities for finding the right person for a specific job. Moreover, contingent workers often bring specific expertise and skills, which might be not available in the organization. This is an added advantage to the projects or initiatives, which have linked with specific and unique skills or knowledge. In many organizations, contingent workers are hired through third parties or consultants. In some companies, they are offering payment for number of hours worked or one lump sum amount after completion of total project work. Generally, these contingent workers will be

recruited with no extra perks, appraisals and leaves as like as full time employees. Contingent workers have to perform as like as full-time workers even though they will be paid less comparatively with the full-time workers.

Keywords-- Contingent Workforce, Compensation, Full-Time Workers, Performance, Productivity

I. INTRODUCTION

Contingent workforce refers to a labor pool who are not hired for a regular or permanent base of employment. These are individuals who are hired on a temporary basis, either as independent contractors, freelancers, consultants, or any other form of temporary or part-time employment (Gallagher, and Connelly 2004). The rise of the gig economy and the shift towards more flexible work arrangements mean that the contingent workforce is growing in importance for many organizations. As companies strive to be more agile and cost-effective, the appeal of a contingent workforce continues to grow (ILO, 2019). This labor model allows businesses to scale their workforce up or down as needed, this provides a level of flexibility, which the traditional employment models cannot offer. One of the primary benefits of utilizing a contingent workforce is the possibility to minimize the cost to company. Organizations can save on costs linked with employee fringe benefits. Furthermore, companies can also save on the costs associated with recruitment, training, and office space. Due to these, cost saving opportunities and few

more other benefits, the organizations are giving much concern to hire the contingent workforce at various levels. The quality of work contribution, the skills and expertise that they bring, and their ability to help the company to meet its strategic objectives are the other crucial factors to consider the contingent workforce. In the country of Sultanate of Oman, Vodafone-Oman is a recently started company. It is commenced with the slogan to unite everyone in the Oman country for the benefit of great future and their services are targeted the people to influence them positively. This company hired contingent workforce at different levels and for different positions. As like as their other full-time employees these contingent employees are also giving best of their contribution to the growth of the Vodafone-Oman company. With their multi skills and hassle-free performance they are performing a vital role in the performance of the Vodafone-Oman company. As per one of the data during the year 2022, Vodafone-Oman declared that, it reaches the customers of 450,000 and market share of 7% regardless of their initial aim of 5 % (Muscat daily, Mar 2023).

II. AIM

To inspect the role of contingent workforce on the Vodafone-Oman company overall performance

III. OBJECTIVES

- To investigate the positions that are filled by the contingent workforce in Vodafone-Oman Company.
- To determine the major influences which are causing to take the decision of hiring the contingent workforce.
- To assess the employee aspects about the contingent workforce and their contribution to Vodafone-Oman company overall performance.

IV. SIGNIFICANCE OF THE STUDY

Majority of the employers are in a strong belief that, contingent workforce is one of the solutions to reduce

the overall expenses of a company and to raise the overall performance of the organization. In the US economy, over the last forty years there is a much priority given towards the contingent employment and their relations. However the latest research has begun to observe the changes in the organizations after started using the contingent workers for different roles and positions. (David S. Pedulla, 2013). The current research data is helpful to the students with business management specializations, company management leaders, employees and to the future researchers to notify and refer the findings of this current research about the role of the contingent workforce in the Vodafone-Oman Company overall performance.

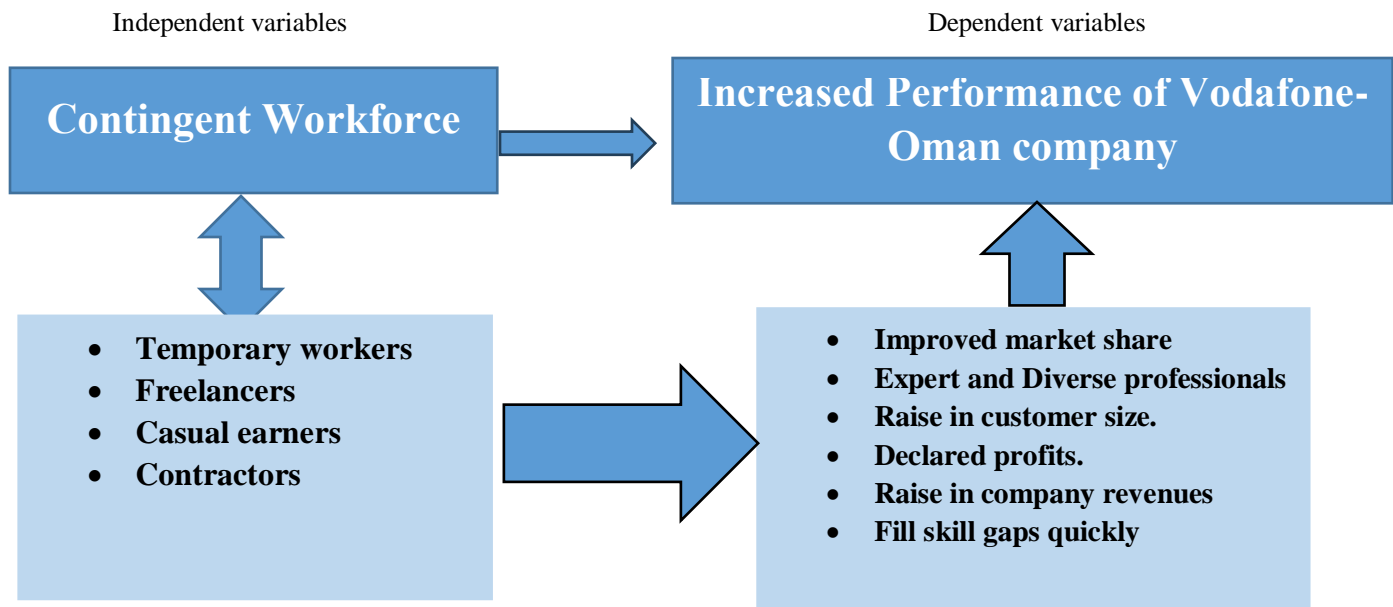
V. REVIEW OF LITERATURE

Contingent labors tend to fight with their non-work and work boundaries regardless of their professionalism and expertise. One reason for this is they frequently work in the irregular hours (Musstafa, 2013). Moreover, contingent workers are lack of steady revenue, this situation can keep them into unwarranted monetary situations (Butler et al., 2018), Contingent workers recruitments have been increased as a response to the companies incapability to fire the employees as per the legal consequences and to reduce the expenses which are connected with the employee removals (Gallagher and Connelly, 2008). (and some other literatures are assessed....)

VI. RESEARCH GAP

It is observed that sufficient research studies are available about the contents of impact of contingent workforce, change in the performance of organization after employing contingent workforce. But there is no direct study and research data found about the role of contingent workforce on telecom company performance. Hence, the researchers are treated it as the gap and selected the same gap as their current research topic. The current undertaken research will investigate the role of contingent workforce on Vodafone-Oman company performance.

VII. CONCEPTUAL FRAMEWORK



The above shown conceptual framework exemplifies an association between the dependent and independent variables which are traced out through this study. As mentioned in the above diagram, the sources of contingent workforce casual earners, freelancers, temporary workers and contractors are the independent variables, and the dependent variable is Vodafone-Oman company performance. Through contingent workforce the organization can benefit the diverse professionals, possibility of filling the skill gaps quickly, raise in the size of the customers, enhancing the market share, raise in the company revenues and profits. In this entire process an association between the contingent workforce (independent variable) and the Vodafone-Oman company overall performance (dependent variable) is observed.

VIII. RESEARCH DESIGN

For the current research study, researchers are prepared a structured questionnaire to collect the primary data. Researchers used google forms to distribute the questionnaire. Descriptive design, quantitative methods and non-probability convenience sampling techniques are used by the researchers to collect the data. In the current research study, total size of population is 328 employees and sample size is considered as 178 employees as per the sample size calculation @ 95% confidence level requirement. Questionnaire forms are distributed to different level of employees who are working in Vodafone-Oman company.

IX. GATHERING OF DATA

Data is collected in both primary and secondary sources. Through the structured questionnaire, the targeted primary data is collected and the secondary data is collected through the Maxine's, publications, websites and newspapers.

X. TREATMENT OF DATA

The result of the current research data is assessed through percentage calculation method. With the support of MS Excel document, the result is converted to different tables and graphs. Correlation and chi-square test is used to ensure the association between the respondents opinions.

XI. ANALYSIS OF THE DATA

The summarized data result is presented in the below table format for an easy eye-view. In the table given below the number 5 is indicating the opinion of strongly agree, number 4 is indicating the opinion of agree, number 3 is indicating the opinion of neutral, number 2 is indicating the opinion of dis-agree and finally number 1 is indicating the opinion of strongly dis-agree. Total size of the sample is represented by letter N.

Sl No	Questions	5		4		3		2		1		N	%
01	Contingent workers are employed at the various positions and sections of the Vodafone-Oman company	110	61.79%	47	26.40 %	21	11.79 %	0	0%	0	0%	178	100 %
02	Under contingent workforce, Freelancers are employed in Vodafone-Oman company	47	26.30%	66	36.80 %	37	23.10 %	23	13.20 %	5	2.6%	178	100 %
03	Under contingent workforce, contractors are employed in Vodafone-Oman company	28	15.8%	56	31.6%	52	28.9%	33	18.4%	9	5.30%	178	100 %
04	Under contingent workforce casual earners are employed in Vodafone-Oman company	38	21.1%	66	36.8%	55	31.6%	19	10.5%	0	0	178	100 %
05	Under contingent workforce, temporary workers are employed in Vodafone-Oman company	47	26.3%	47	26.3%	42	23.70 %	28	15.80 %	14	7.9%	178	100 %
06	The expected standards of employee performance is same to both, full-time and contingent employees	47	26.3%	61	34.2%	37	21.10 %	23	13.2%	10	5.5%	178	100 %
07	Through contingent workforce it is possible to raise the diversified and expert professionals in the Vodafone –Oman company	80	44.70%	56	31.60 %	28	15.80 %	14	7.90%	0	0%	178	100 %
08	Contingent workforce can fill the skill gaps in a quick manner in the Vodafone-Oman company	52	28.9%	43	23.7%	75	42.10 %	4	2.65%	4	2.65%	178	100 %
09	Through contingent workforce it is possible to raise the customer size of the Vodafone –Oman Company	61	34.2%	66	36.8%	28	15.80 %	9	5%	5	3%	178	100 %
10	Contingent workforce is an added advantage to enhance the Vodafone – Oman company overall revenues	58	34.2%	48	36.80 %	37	21.10 %	21	12.1%	14	8%	178	100 %
11	Contingent employees are contributing the performance standards as like as regular employees in Vodafone – Oman company	42	23.7%	56	31.60 %	42	23.70 %	29	15.80 %	9	5.12%	178	100 %

12	Contingent employees are suffering with the skills gap when compared with the regular employees in the Vodafone – Oman Company	19	10.65%	25	14.02%	30	16.38%	48	26.96%	56	31.46%	178	100
13	Contingent employees are playing a crucial role in the overall raised performance of Vodafone-Oman Company	42	23.70%	56	31.60%	42	23.70%	24	13.3%	14	7.9%	178	100

5- Strongly Agree, 4- Agree, 3- Neutral, 2- Disagree, 1- Strongly Disagree

Correlation Test 1

Statement 1: Contingent workforce is an added advantage to enhance the Vodafone –Oman company overall revenues.

Statement 2: Contingent employees are playing a crucial role in the overall raised performance of Vodafone –Oman company.

X Values (Statement 1)	58	48	37	21	14
Y Values (Statement 2)	42	56	42	24	14

Source: (<https://www.socscistatistics.com/tests/pearson/default2.aspx>)

<p>Result Details & Calculation</p> <p>X Values $\Sigma = 178$ Mean = 35.6 $\Sigma(X - M_x)^2 = SS_x = 1337.2$</p> <p>Y Values $\Sigma = 178$ Mean = 35.6 $\Sigma(Y - M_y)^2 = SS_y = 1099.2$</p> <p>X and Y Combined $N = 5$ $\Sigma(X - M_x)(Y - M_y) = 1041.2$</p> <p>R Calculation $r = \frac{\Sigma((X - M_x)(Y - M_y))}{\sqrt{((SS_x)(SS_y))}}$</p> <p>$r = 1041.2 / \sqrt{((1337.2)(1099.2))} = 0.8588$</p> <p>Meta Numerics (cross-check) $r = 0.8588$</p>	<p>Key</p> <p>X: X Values Y: Y Values M_x: Mean of X Values M_y: Mean of Y Values $X - M_x$ & $Y - M_y$: Deviation scores $(X - M_x)^2$ & $(Y - M_y)^2$: Deviation Squared $(X - M_x)(Y - M_y)$: Product of Deviation Scores</p>
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The value of R is 0.8588.

This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa).

[Click here to calculate a p-value.](#)

The value of R^2 , the coefficient of determination, is 0.7375.

The above correlation calculations r result is 0.8588, it indicates a strong positive correlation in-between the data of the taken statements one and two. The

correlation is proved between the employee opinions about the statements of contingent workforce is an added advantage and contingent employees are playing crucial

role to raise the overall performance of Vodafone-Oman company.

Chi-square Test 1

Chi-Square test is used in the current study to ensure the association between employee opinions about the taken statements of:

Statement 1: Contingent employees are contributing their performance standards as like as fulltime/regular employees in the Vodafone –Oman company.

Statement 2: Contingent employees are suffering with the skill gap when compared with the regular employees in the Vodafone –Oman company.

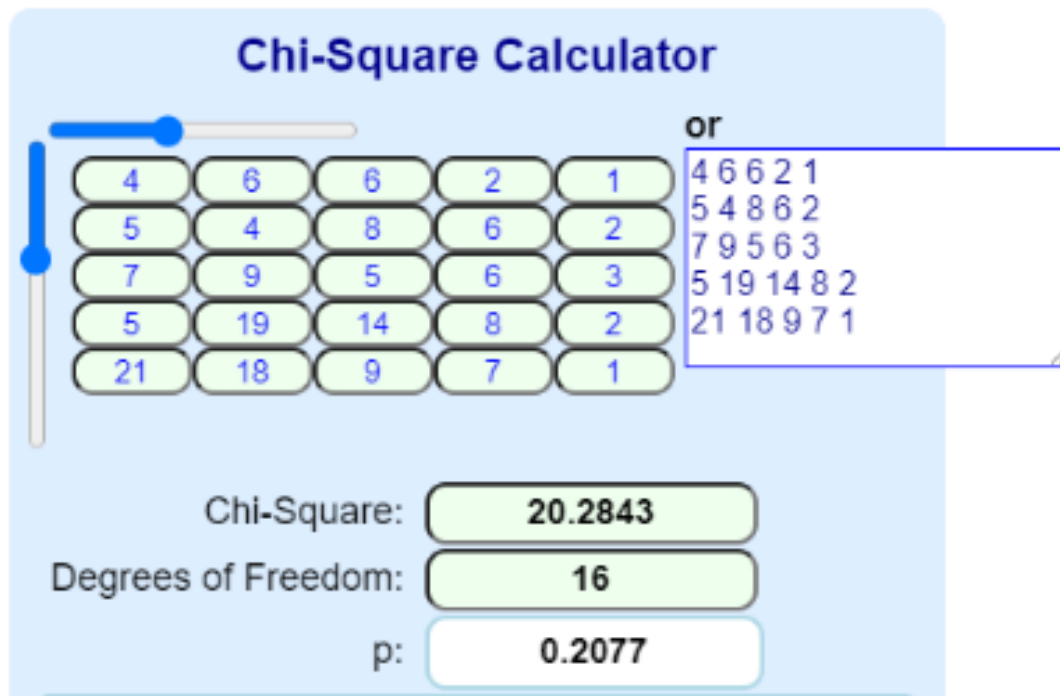
H0: Null Hypothesis: There is no-association between the employee opinions about the statements of “Contingent

employees are contributing their performance standards as like as fulltime/regular employees in the Vodafone –Oman company and Contingent employees are suffering with the skill gap when compared with the regular employees in the Vodafone –Oman company”

H1: Alternative Hypothesis: There is an association between the employee opinions about the Statements of “Contingent employees are contributing their performance standards as like as regular/fulltime employees in the Vodafone –Oman company and Contingent employees are suffering with the skill gap when compared with the regular employees in the Vodafone –Oman company”

Table 1: Chi-square Test 1

	Contingent employees are contributing their performance standards as like as fulltime/regular employees in the Vodafone –Oman company						
Contingent employees are suffering with the skill gap when compared with the regular employees in the Vodafone –Oman company		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	Strongly Agree	4	6	6	2	1	19
	Agree	5	4	8	6	2	25
	Neutral	7	9	5	6	3	30
	Disagree	5	19	14	8	2	48
	Strongly Disagree	21	18	9	7	1	56
	Total	42	56	42	29	9	178



Source: (<https://www.mathsisfun.com/data/chi-square-calculator.html>)

Conclusion

As per the above calculation the Chi Square value is 20.2843, this is less than ($<$) the table value of 26.296 at 0.05 significance level. So the null hypothesis in this case is accepted to the taken two statements of “Contingent employees are contributing their performance standards as like as regular employees in the Vodafone –Oman company and Contingent employees are suffering with the skill gap when compared with the regular employees in the Vodafone –Oman company”. Which means whoever are accepting the statement of contingent employees are contributing as like as regular employees are not accepting the statement of contingent employees are suffering with skill gap.

XII. FINDINGS

1. As majority of the employees (88.19%) confirmed, in Vodafone-Oman company contingent workforce are working at different sections and different positions.
2. Most of employees (63.1%) are expressed that, under contingent workforce freelancers are employed in Vodafone-Oman company.
3. Maximum number of employees (47.4%) are stated that, under contingent workforce contractors are employed in Vodafone-Oman company.
4. Most of the employees (57.9%) are accepted that, under contingent workforce casual earners are employed in Vodafone-Oman company.
5. Most of employees (52.6%) are expressed that, under contingent workforce temporary workers are employed in Vodafone-Oman company.
6. Maximum percentage of the employees (60.5%) are opinioned that, the expected performance standards are same to both the contingent and full-time employees.
7. Most of the employees (76.3%) are opinioned that, through contingent workforce it is possible to raise the diversified and expert professionals in the Vodafone-Oman company.
8. As the majority of the employees (52.6%) are accepted, it is possible to fill the skill gap in a quick manner through contingent workforce.
9. As most of employees (71%) are opinioned, contingent workforce are helpful to raise the customer size in Vodafone-Oman company.
10. As most of employees (71%) are opinioned, contingent workforce in Vodafone-Oman company are an added advantage to enhance the company's overall revenues.
11. Most of the employees (55.3%) are accepting that contingent employees are contributing as like as full-time workforce in Vodafone-Oman company.

12. Huge percentage of employees (58.42%) are opinioned that, there is no skill gap with the contingent employees when compared with the full-time employees.
13. Maximum number of employees (55.3%) are accepted that, contingent employees are playing a crucial role to raise the overall performance of the Vodafone-Oman company.
14. Vodafone-Oman company is hiring contingent workforce for the positions of Senior Cyber Defense specialist, cyber security team member, fronted developer, support engineer, network support specialist, fault service management specialist, deputy manager – Siebel developer and also for the positions of cloud automation Engineer.
15. Contingent employees in the Vodafone-Oman company are hired due to the reasons of, cost saving strategy, increased flexibility, reduced administrative burdens, unique skills, employee shortage issues, employee's absenteeism, limited resources, competitive requirements, current and upcoming business needs, innovative thinking, customer requirements, client requirements, partial pay for full contribution options, short term requirements and for another major reason of hassle-free terminations.
16. Vodafone-Oman company is gaining the different supports from the contingent workforce. They are, in-time work completion, workforce with updated skills, reduced expenses to the company, easy to hire, easy to remove, easy to meet the initial start-up requirements, ability to serve in multiple areas, more market campaign, diversified workforce, solution for seasonal or situational requirements, raised competency to compete with the competitors, potentiality to attend the various customer / client issues, managing the employee shortage or crisis issues, possibility to form cross-team collaborations and easy to expand the services to new areas.
17. With the support of contingent workforce the following major changes are observed in the Vodafone-Oman company. They are increased customer satisfaction ratings, increased sales turnover, raise in customer size, in-time work completion, increased profits, increased employee retention rates, prestigious awards and rewards from the industry, ability to introduce new products, proven track record of performance, achieving the periodical targets with enriched operations.

XIII. RECOMMENDATIONS

- Vodafone-Oman company must give priority to choose the right kind of contingent employees rather than choosing the person for headcount.
- It is suggested to have a detailed job description and job analysis details about the contingent work. So that the new joiners will psychologically get ready to face all the consequences of contingent employment.
- Contingent employees should have proper access to communicate. So that they can share their issues, grievances, work environment challenges with the concerned supervisors.
- Vodafone-Company can plan for an agile skill database of contingent workforce. So that they can choose and depute the right contingent employees in the right time for right places. The chance of skill mismatch will be reduced with this technique.
- There should be no differences in the work environment of contingent and full-time workers.
- The organization should develop and use proper KPI's 'key performance indicators' to measure the effectiveness of contingent workforce on organizational performance.
- Hiring the contingent workforce should meet the employees in right-size requirements. Therefore, the number of terminations will come down.

XIV. CONCLUSION

The contingent workforce is one of the key components to reduce the overall expenses of the company and to raise the productivity volume. This category of contingent workforce is continuously rising under the pressure of the talent market and competitive price market. Gaining the non-employee talent and overcoming the situational requirements, challenges and uncertainties is possible through this contingent workforce. A contingent workforce can also present challenges when it comes to employee loyalty and retention. Because contingent workers are not the permanent employees, they may not feel the same level of commitment or loyalty towards the company as like as full-time employees. This can lead to higher turnover rates, which can be disruptive and costly. Additionally, contingent workers may not have the same access to career development or advancement opportunities as permanent employees. This can make it more challenging to retain top talent, particularly in competitive industries or job markets. As per the current research data there is a momentous influence of contingent workforce on the overall efficiency of the organization. It

is also proved that there is a positive relationship between contingent workforce and the overall productivity of the organization. Contingent workforce can minimize the cost to the company by saving employee fringe benefits, at the same time organizations are getting employee contributions as like as full-time employees. Finally, it can be concluded that, through contingent workforce organizations are benefiting more and much than the employees of contingent workforce.

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