

Overview

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Research Questions

- » To what extent do “high involvement” and “high intensity” firms rely on part-time staff?
- » How does the decision to use part-time staff affect the full-time workforce (e.g. voluntary turnover rates)?

Determinants of Part-Time Use

» High Involvement

H1: Firms pursuing a high involvement strategy are less likely to use part-timers.

» High Intensity

H2: Firms pursuing a high intensity strategy are more likely to use part-timers.

Consequences of Part-Time Use

- » Hiring part-time staff may undermine the objectives of the High Involvement approach.

H3: High involvement firms that use part-timers will have higher quit rates than high involvement firms that do not use them.

- » Firms with a High Intensity approach are designed for high churn.

H4: High intensity firms that use part-timers will have lower quit rates than high intensity firms that do not use part-timers.

Sample

- » US (2003)

- » N = 464

- » Response rate: 68%

- » Canadian (2005)

- » N = 387

- » Response Rate: 70%

Measures

Dependent Variables

- » Incidence of Part-Time Use
- » Quit Rates

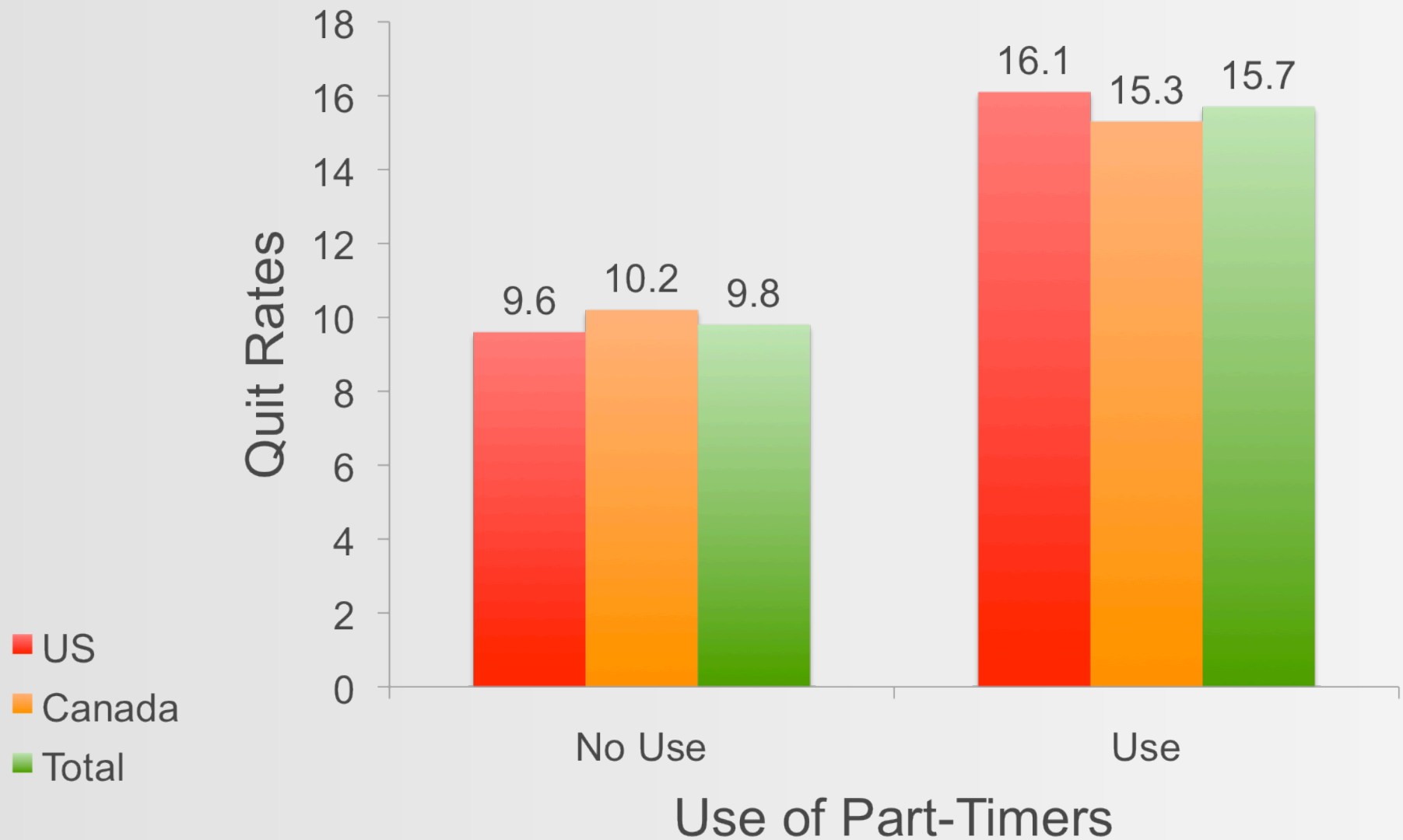
Work Design

- » High Involvement (flexible jobs, use of teams, level of discretion)
- » High Intensity (monitoring, script use, customers/day)

Controls

- » Unemployment rate, union presence, mass market customers, wage level, amount of time it takes for a new hire to perform the job proficiently, % female

Analysis: Non-standard Work Use & Quit Rates



Results: Determinants of Use

- » H1: Firms pursuing a high involvement strategy are less likely to use part-timers.
WEAK SUPPORT
- » H2: Firms pursuing a high intensity strategy are more likely to use part-timers.
SUPPORTED
- » (+) Union Presence
- » (+) Mass Market Customers
- » (-) Size
- » (-) Wage

Results: Determinants of Use

- » Among high involvement firms (N=112):
 - » union presence has no influence on part-time use
- » Among firms that are scored low on the high involvement measure (N=655):
 - » (+) associated with part-time use: Union Presence, % Female, and Serving Mass Market Customers
 - » (–) associated with part-time use: Size, Wages

Results: Determinants of Use

- » **Among high intensity firms (N=152):**
 - » wages are (–) associated with the incidence of part-time use
- » **Among firms that are scored low on the high intensity measure (N=615):**
 - » (+) associated with part-time use: Serving Mass Market Customers
 - » (–) associated with part-time use: Wages

Results: Consequences of Use

- » H3: High involvement firms that use part-timers will have higher quit rates than high involvement firms that do not use them.

NOT SUPPORTED

- » H4: High intensity firms that use part-timers will have lower quit rates than high intensity firms that do not use part-timers.

NOT SUPPORTED

- » (+) Union Presence, Mass Market Customers, Unemployment Rate
- » (-) Size, Wage

Insights

- » Factors that influence whether or not firms use part-time staff vary depending on work design.
- » Supplementing the workforce with part-timers may have different implications for organizational outcomes depending on work design.

Questions?

Danielle van Jaarsveld

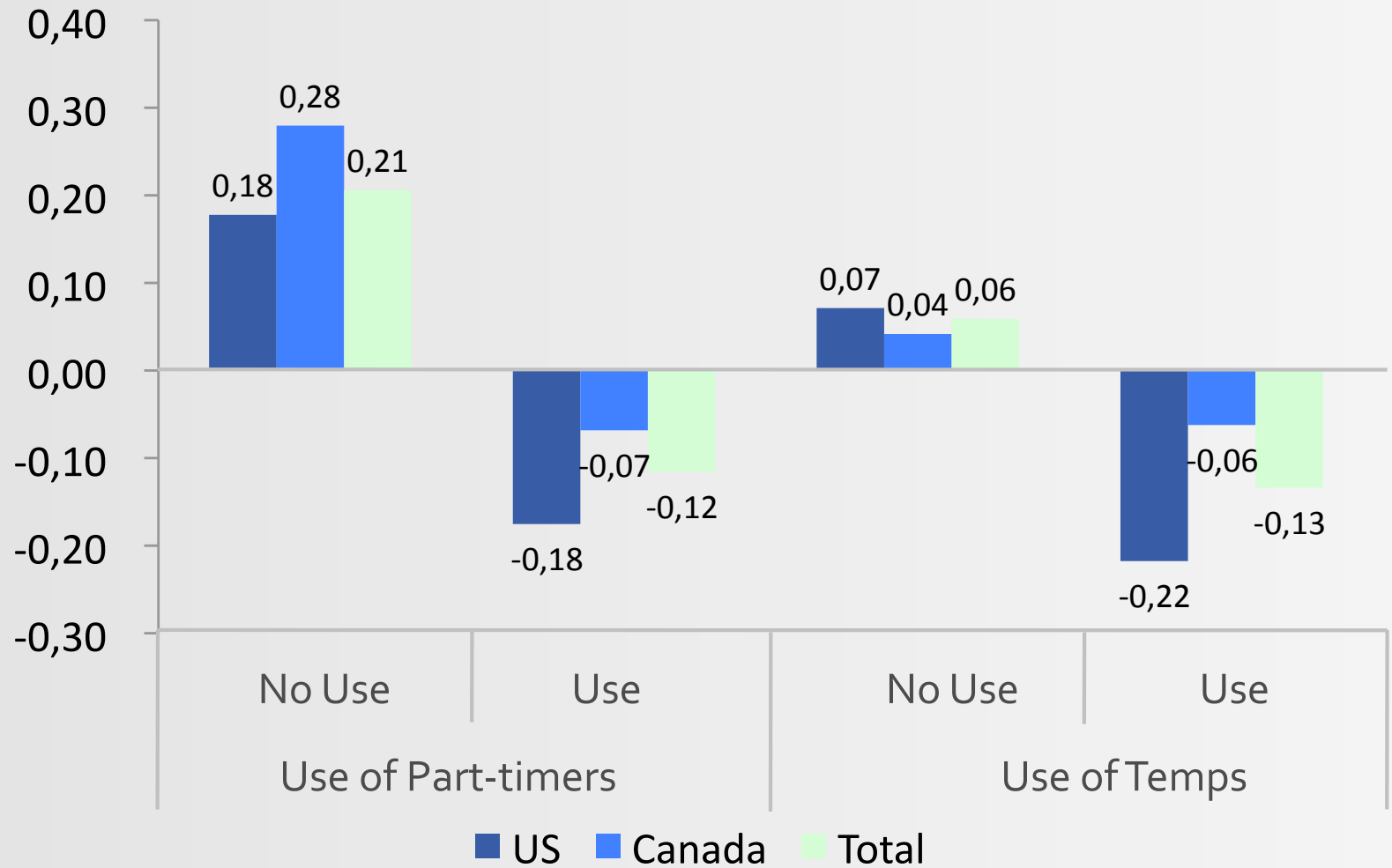
- » vanjaarsveld@sauder.ubc.ca
- » www.gccproject-canada.com

Thank you!

Combination of employment and work design strategy and its effect on quit rates

	highroad			lowroad			mixed		
	Coef.	t	P>t	Coef.	t	P>t	Coef.	t	P>t
Part Time Use	-0.027	-0.86		0.087	2.34**		0.038	2.05**	
Temp Use	0.012	0.32		-0.031	-1.12		-0.055	-2.93***	
Union Presence	-0.148	-2.84***		-0.094	-2.47**		-0.131	-5.2***	
Inhouse	-0.003	-0.08		-0.079	-2.79***		-0.022	-1.1	
Mass Segment	0.013	0.35		0.059	2.14**		0.008	0.47	
% Female	-0.006	-0.11		-0.156	-2.46**		-0.045	-1.1	
Total Emp.	0.000	1.02		0.000	2.76***		0.000	4.4***	
Banking	-0.022	-0.51		0.013	0.34		-0.002	-0.09	
Telco	-0.057	-1.59		-0.024	-0.75		-0.018	-0.85	
Retail	-0.054	-0.88		-0.051	-0.91		0.059	1.93**	
Constant	0.09	1.59		0.25	4.12***		0.151	4.24***	
N	206			230			331		
LR chi2(10)	13.24			52.38			75.89		

Analysis: Non-standard Use & High Road Approach



Analysis: Non-standard Use & Low Road Approach

