

DO CLASSIFICATION TYPES REALLY MATTER? PERCEPTIONS OF GOVERNMENT CONTRACT EMPLOYEES' WORKPLACE SATISFACTION

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Abstract

Recruiting contract workers into the organization can have implications for information technology managers and human resources, particularly in government agencies because contract employees' perception of job satisfaction might differ from civilian employees. The article focuses on whether there is a difference in contract and civilian employee perceptions of overall workplace job satisfaction in a government information technology service center context. Empirical and theoretical research reveals that integrating these groups of workers as a team in the same organization cause implications because the differences between each of the two groups' perceptions demonstrates a different kind of commitment to the organization, different workplace behaviors, and different sets of expectations. Thus, different employment classification types of the employees (i.e. contract and civilian) requires different human resource approaches that affects organizational citizenship behavior and task output. The aim of the paper is to carry out a detail analysis to determine whether the perceptions of job satisfaction, organizational citizenship behavior, and task interdependence differ in employees with different employment classification types (i.e. contract and civilian), which can lead to identification of determinants in other areas, and also to determine the directions for improving overall job satisfaction. Data from the 102 returned questionnaires were processed by statistical methods and analyzed. Independent samples *t*-tests were performed for the research hypotheses to identify whether the two groups of employee perceptions were perceived differently. The survey findings indicated there was no difference in contract and civilian employee job satisfaction. Nonetheless, results suggested a significant difference between the two groups' perceptions of organizational citizenship behavior and task interdependence. Contract employee overall workplace job satisfaction-behavior, and work tasks are positively related to work environment. By focusing attention on formal and informal interventions, i.e. work delegation strategies and organizational events that include contract and civilian employees might increase overall work satisfaction of both groups. The study results may have practical value for managers and human resources who is interested in enhancing organizational effectiveness.

Key words: contract/civilian employee, employee perceptions, workplace satisfaction, job satisfaction, organizational citizenship behavior, task interdependence, organizational effectiveness, classification types.

Classification JEL: M12 – Personnel Management.

1. Introduction

The lack of permanent employees' work skills have facilitated a fundamental shift in the technology industry, demanding for particular, highly skilled contract workers (*Pfeiffer & Espeland, 2003*). In this research study, the workers' employment classification types will be: contract workers and civilian (permanent) employees. Contract employees are one of the fastest growing segments of the workforce (*Nienhuser & Matiaske, 2006; Schmidt & Thommes, 2007; Marler & Liang, 2012*), and similar to other businesses, government organizations continues to rely on their unique skill-set to reach individual project goals within the organization (*Hull, 2004*). Integrating contract and civilian workers as a team in information technology service centers context is one of the most important challenges facing information technology managers and human resources, with the underlying question being: *Do perceptions of job satisfaction, organizational citizenship behavior, and task interdependence differ in employees with different employment classification types?*

Contractors working with permanent employees as a team, comprising of differing employment status, having dynamic job responsibilities, working in different physical work arrangements, and moving among multiple employers is identified as a problem because the contractors introduce a new dynamics into the workplace (*Henkey & Noe, 2004; Callea, Urbini, Ingusci & Chirumbolo, 2014*). One of the primary issues not taken into consideration is the stress information technology employees may endure because of their job responsibilities, both to their managers and the organization, including no control over their scope of work. This can cause some contract and permanent employees overall job satisfaction to decrease, thus finding it difficult to contribute or interact to the overall success of the team. Moreover, the supervisor's ability to direct them could be compromised and could lead to disciplinary action surrendering their employment with the organization (*Nagesh & Murthy, 2008*).

The aim of this research is to reveal whether there are differences between contract and civilian employees' perceptions of overall job satisfaction, by exploring the applicability of theories in an attempt to conceptualize and operationalize the determinants of overall job satisfaction within the two work groups, and to understand whether job satisfaction, organizational citizenship behavior, and task interdependence were perceived differently by employees of different employment classification types. To achieve this goal, scientific literature related to the problem is analyzed; a research survey is developed and uploaded online, and statistical tests is performed. Independent samples *t*-tests are performed for the research hypotheses to identify whether the two groups of employee perceptions were perceived differently. The research may be of interest to readers who are interested in examining government contract and civilian employees' perceptions of overall job satisfaction. The study may be of tremendous importance to government agencies at all levels in the United States who have hired contract workers to work with civilian employees as a team.

This study may help fill the gap in the literature by increasing our knowledge and understanding of the differences in work satisfaction of contract and permanent employees through the study of job satisfaction, organizational citizenship behavior, and task interdependence. Managers may better understand how employees' attitudes may affect work satisfaction and the complexity of variables that impact overall job satisfaction of workers with different classification types (*Mardanov, Sterrett & Baker, 2007*). The study can provide information technology managers with a clearer understanding of the approaches to managing employees with differing employment classification types by using the information from the study to revise or design workforce management programs. The revised program may improve employees' work performance, increase productivity, and improve overall work satisfaction that can lead to organizational advancements (*Tate, 2007*).

2.1. Historical perspective of contract workers

In order to identify the difference in contract and civilian employee perceptions of overall job satisfaction, a definition of contract worker is required, and an examination of the differences that exists in both groups is also necessary. Industrial relation researchers have focused on workplace studies at the public and private sector level, included are the distinctive effect of workers' attitudes and behaviors, job satisfaction, employment classification types, employer practices with public service organizations, employee satisfaction of work assignments, and levels of organizational commitment (*Bach & Bordongna, 2013*). For decades contract workers have been utilized by the government (*Schwartz & Church, 2013*). In this type of organization, contract workers are used for executing targeted duties to accomplish specific objectives because no regular employees have the skill-set. Although certain duties are more suited for contract workers than civilian employees, and because of the sensitive nature of some information in this type of organization, departmental managers are careful about which work activities are assigned to contract workers and which ones to civilian employees (*Wandera,*

2011). Economic and behavioral research supports some broad observations that provided some useful insights into the world of contract employment (*Peterson & Wiesenbergs, 2006*), the economic consequences of contract work have posed a considerable amount of research attention to the psychological impact of contract workers well-being. Impacts are likely to occur at differential levels of organizational commitment and differing scopes of work between contract and civilian employees in the same organization (*Frank, Finnegan & Taylor 2004*). Permanent employees displayed high levels of violent behavior attributed to contract workers' interference with their ability to perform their job because they had to organize their work efforts around their contract teammates (*Clark, 2008*). Misunderstanding between both groups of workers required managers to spend the majority of their time on a regular basis monitoring contractors to maintain control while trying to keep up with the organizational outcomes (*Geary, 1992; Mardanov, Sterrett & Baker, 2007*).

2.2. Empirical research of employee job satisfaction

This study seeks to expand the existing literature by examining the determinants of job satisfaction, which is considered a critical factor to those employed in the workforce (*Stemple, 2004*) because it is rooted in the study of workers' motivation, behavior, attitudes, levels of commitment, and the effect on organizational productivity (*Landy & Conte, 2007*). Previous studies (e.g. *Chan, 2005; Fisher, 2005, 2006*) examined job satisfaction of contract and permanent workers in organizations and concluded that one of the most important and frequently measured indicators of a leader's success is job satisfaction (*Landy & Conte, 2007*). Managing contract workers is associated with several factors that may lead to higher rates of negative behavior, limited motivation, and low work satisfaction upon departure, or before end of the contract with an organization (*Autor, 2001; Wilkins, 2013*). Contract workers have less favorable work-related behavior and lower organizational commitment than permanent workers (*de Gilder, 2003*). If contract and permanent employees have thoughts of competing against one another, or if the contract workers feel they are competing with various work assignments, their attitudes toward knowledge creation and information sharing may be impacted (*Schmidt & Thommes, 2007*). Contract workers who do not expect their jobs to last often have low morale, little job satisfaction, and lack motivation, which can have an impact on the work performance of a team, and the productivity of the organization (*Prottas, 2008*). By understanding job satisfaction, information technology managers might be able to make predictions about employee work actions, and may have a clearer understanding how employee attitudes affect levels of overall work satisfaction, and the complexity of other constructs.

2.3. Theoretical framework of employment classification types

Past research proved content and context theories to be valid, but they do not explain the variance in job satisfaction among workers under the same work situation. The reinforcements in the workplace and the values of the individual affect the employee's performance. Theory of work adjustment emphasized that incentives may influence one worker desire to perform while not having an impact on another worker. Rogers (*2000*) discussed that it is important to know that exclusionary treatment of contract workers, in addition to being assigned demeaning work tasks can lower motivating potential. It may be possible to identify or understand certain factors between groups of workers performing similar jobs that might contribute to worker overall job satisfaction. Maahs (*2004*) sought to understand job satisfaction and the behaviors and attitudes of contract workers and permanent workers in a technical contracting firm.

For leaders to understand job satisfaction of employees they must first understand the differences between the types of employment status (*Godshall, 2004*): civilian employees differ from contract employees by their dual employment relationship where they are employed.

Reviewing some literature suggested that it was not unusual for contract workers in information technology service centers to be denied access to organizational meetings or proprietary data even when such information affected the satisfaction and the work performance of their jobs. In government organizations, contract personnel will never serve as interim executives, supervisors, or team leaders, but they can be used as a contributing team member by performing work on-site because they have a stronger historical perspective of project tasks than their civilian team members (*Peterson, 2007*). Today's information technology managers and human resources wishing to efficiently stimulate employees, no matter what the classification types, must react to trends in the information technology industry. Avoiding intimidating and threatening contract workers, they must create an environment that nourish job satisfaction and creativity of workers because contract workers who suffer from low morale, who are hired to work at the client's organization for an extended period may not be satisfied with their job, which may have an adverse impact on the productivity of the organization (*Stemple, 2004*).

2.4. Perceptions of job satisfaction

Organizations that chose to supplement their core employees by hiring contract workers rather than hiring permanent workers increases their diversity, competitive advantage, and reduces cost (*Feldman, 2006*). Although the organization might benefit, this practice may affect the interaction of contract and permanent employees who work together in the same organization (*Saari & Judge, 2004*) because the difference in employment classification of each worker is linked to job satisfaction (*Saari & Judge, 2004; Herzberg, 2007; Landy & Conte, 2007*).

2.5. Perceptions of organizational citizenship behaviors

Polat (*2009*) defines organizational citizenship behavior as behaviors that are not included in the formal organizational rewarding system directly and often ignored. The primary nature of contract employment increases organizational citizenship behavior among groups of workers with differing employment status and decreases levels of commitment and limits productivity (*Feldman, 2006*). The following are two types of organizational citizenship behaviors:

- The first type of behaviors yields active participation and contribution within the organization;
- The second type of behavior is seen as all actions refraining from doing harm to the organizational framework.

Organizational citizenship behavior occurs when workers are grouped together on a regular basis or as part of a unique project and feel that one group does not perform well as expected. The impact of contract rather than permanent employment is perceived as different work because it does not follow the organization's human resource practices. Contract workers are most often excluded from organizationally-based social events guided by personnel policies. Training of contract workers have fewer resources allocated than for training of permanent employees (*Wiens-Tuers & Hill, 2002*). Because of the restrictions within the client's organization, feelings of second-class citizenship are reinforced among contract employees, which can have a detrimental effect on both groups' behavior. Jun Jo & Joo (*2011*) showed empirically that different employment status in the organization, along with worker perceptions of organizational citizenship are positively related. Contract workers may show negative citizenship behavior, decreased levels of engagement toward the client organization, job dissatisfaction, and reduced productivity than permanent employees (*De Cuyper & De Witte, 2007*). Social exchange theory concluded workers who feel that their organization support their contributions tend to reciprocate by performing positive organizational citizenship behavior. Contract workers are more likely to hold more positive perceptions of their job and the client

organization when they see themselves being treated similarly to other workers doing comparable work (*Kruglanski & Mayselless, 1990*). The organization's environment is reflected through organizational citizenship behavior and task interdependence.

2.6. Perceptions of task interdependence

Campion, Medsker & Higgs (*1993*) argued that a team is not a team unless its members rely on each other in some fashion. Task interdependence is defined as inherent function of the task design and exists when team members must share materials, information, or expertise to perform (*Van der Vegt, Emans & Van de Vliet, 2002*). The role of task interdependence in team performance can be affected by the differences in the work assignments of contract and permanent workers can lead to decreased interaction among members. Contract workers do not have full administrative control over the work task assigned to them in client firms because their supervisor is accountable for timing and quality of their output. A manager might assign to contract workers tasks that need little or no organization-specific knowledge, have easily monitored output, or are non-recurrent, and in some circumstances, permanent employees may feel their job responsibilities shifted to accommodate the contract employee (*Pearce, 1993*). Bachrach, Powell & Bendoly (*2004*); Ganesh & Gupta (*2010*) have stated that increasing the need for cooperation among contract and permanent workers and the employment relations of contract workers on the attitudes of their co-workers may reduce the team. Contract employees may perceive that the tasks assigned to them are different from the tasks assigned to permanent employees (*Corominas, 2008*) so they may not be as motivated. Task interdependence can influence work groups' performance outputs because if the task requires teamwork or is complex, or may require a variety of skills and knowledge, this may magnify conflict brought on by the difference in both groups employment status. Netemeyer et al. (*1997*) suggested that the person-organization fit would have an indirect effect on organizational citizenship behavior and task interdependence through its direct effect on job satisfaction. In an information service center context, workgroups with different employment status may influence the kind of task they are assigned (*Bidwell, 2009*).

3. Methodology of the research

The aim of the study presented seeks to expand the existing literature by examining the determinants of differences between perceptions of job satisfaction, organizational citizenship behavior, and task interdependency of contract and civilian employees in an information technology context. The geographic location of the organization's headquarter is located in Washington, DC but the research was conducted in Michigan.

The research targeted contract and civilian employees who work in the service center. Because they are the most appropriate for the research in an information technology context. The entire population of the organization consists of 2,500 employees. Data were sought from the target population of 200 contract and civilian employees who work together on daily basis. To ensure adequate sample size, the survey was distributed to all full-time service center contract and civilian employees. To ensure adequate sample size, the survey was distributed to all full-time service center contract and civilian employees. The G*Power calculation was used to help determine the accurate number for a sample. It suggested that 102 participants (51 samples per group for comparing the difference between independent means) were needed to reach a statistical power of 0.80 and an effect size of 0.5. The sample consisted of 55 contract and 55 civilian employees made up of a diverse group of male and female employees whose age was 18+. An online questionnaire was developed that aimed towards contract and civilian employees overall work satisfaction.

The research includes empirical and theoretical research as well. The study hypotheses include: H1: Differences between perceptions of job satisfaction of contract and civilian employees; H2: Differences between perceptions of organizational citizenship behavior of contract and civilian employees; H3: Differences between perceptions of task interdependency of contract and civilian employees.

3.1. Data collection

This study draws upon data collected through three scales: Utrecht Work Engagement Scale (UWES) suggested by Schaufeli and Bakker (2003). Organizational citizenship behavior Scale by Podsakoff & MacKenzie (1989), and Task interdependence scale by Pearce and Gregersen (1992). See below in research instruments. Next, the questionnaire was edited and improved per consultations conducted with each of the 10 pilot-study respondents.

The personal and alternative e-mail addresses of employees were used to send the invitation to the population. Although participation in the research study was voluntary, excluded from the study were participants who did not respond to the online invitation. The survey invitation was open to participants for three weeks or until the sample size was achieved. SurveyMonkey, an online survey development tool was used for designing the electronic questionnaire.

The final questionnaire instrument was implemented and administered in electronic form among a sample of 200 employees who accepted the invitation to participate in the research study. Once accessing the survey, participants were required to read and accept the informed consent before they could participate. Participants who opted out after signing the informed consent were eliminated from the study. Participants completed the self-reporting online questionnaire anonymously. Individuals of both gender responded to the survey in both groups. Participants were asked to provide their replies using a 5-point scale (where 1 = not satisfied and 5 = very satisfied). In addition to the questionnaire, participants were also asked to provide data regarding their gender age, education, job experience, employment status, employee classifications type (contract or civilian), and economic sector for which they have worked.

3.2. Research instruments

UWES three-factor questionnaire with dimensions i.e. vigor, dedication, and absorption confirmed the association with job satisfaction as it relates to work engagement (Littman-Ovadia & Balducci, 2013). The questionnaire has been found to possess excellent psychometric properties (Duran, Extremera & Rey, 2004) in that the three dimensions are closely correlated (correlation coefficient = 0.65). The measure has a high internal consistency; all tests yielded Cronbach's alpha of greater than 0.70 (the values of Cronbach's alpha for the scales range between 0.80 and 0.90). The instrument has a high degree of stability: two-year stability coefficients of 0.30, 0.36, and 0.40 for vigor, dedication, and absorption respectively. Validation of the UWES instrument occurred in several countries (Bakker & Demerouti, 2008) with high degrees of reliability and validity and consistency across cultures; populations yielded reliable scores (Mills, Culbertson & Fullagar, 2012).

OCB three-factor questionnaire best fits this variable because it measures a universal set of behaviors exhibited by employees that are supportive, discretionary, and go beyond normal job requirements. The questionnaire contains three-dimensions of Moorman's OCB scale: loyalty, obedience, social participation, advocacy participation, and functional participation (Van Dyne et al., 1994). The reliability coefficient of the scale for all dimensions (overall) has been found to be a Cronbach's alpha of 0.91. Reliability coefficients of individual dimensions are as follows: altruism – 0.78, courtesy – 0.78, sportsmanship – 0.83, conscientiousness – 0.83 and civil virtue – 0.84. The factor analysis reveals that the dimensions of the adapted scale are consistent with the dimensions of the original scale (Pearce & Gregersen, 1992; Polat, 2009).

Task Interdependency four-factor questionnaire measured three dimensions of perceptions of work tasks because the dimensions relate to this construct. The reliability coefficient of the scale for all dimensions (overall) has been found to be a Cronbach's alpha of 0.95. The factor analysis revealed that the individual dimensions of the adopted scale are consistent with the dimensions of the original scale. A Likert's scale was used to test internal compatibility, validity/reliability, and Cronbach's alpha-coefficient was calculated. Below presents the measures in the current study together with the Cronbach's alpha. Thus, to determine the strength among the variables, Spearman's correlation coefficient was used (Table 1).

Table 1. Reliability statistics (own study)

Scales	Cronbach's alpha in previous studies	Cronbach's alpha in current study	N of Items
Job Satisfaction	0.70	0.88	16
Vigor	0.30	0.93	9
Dedication	0.36	0.89	7
Organizational citizenship behavior	0.91	0.95	20
Altruism	0.78	0.93	6
Courtesy	0.78	0.85	6
Sportsmanship	0.83	0.89	8
Task interdependence	0.95	0.80	12
Depend on Others	0.48	0.83	5
Others' Dependence	0.95	0.83	4
Reciprocal Interdependence		0.65	3

3.3. Analyses procedures

Items on the questionnaire were divided into four sections: The first section was comprised of questions to determine employees' job satisfaction, The second section comprised of question that affects their organizational behavior, the third section reveal certain factors that have impact on task assignments, and the fourth section was made up of demographic questions.

Descriptive statistics included means, standard deviations, and percentages. Inferential statistics were used to test the statistical significance of the score differences on the different variables. The data were analyzed using IBM® SPSS® Statistics21 statistical software.

- The first step was to analyze the dataset for missing data to make sure that all data points were assigned appropriate values. Missingness was identified on both case-based missingness and item-based missingness;
- Imputation, which is the substitution of an estimated value for the missing value was used to replace missing data.

Different techniques such as boxplots were used to detect the univariate outliers. Three out of 62 indicators, namely JS2.5, OCB3.1, and TI1.1 on the scale showed distribution of the data similar to the one presented in Figure 1.

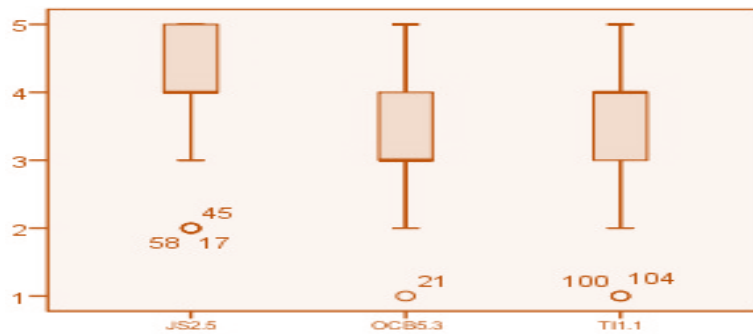


Figure 1. Boxplot of job satisfaction (JS), organizational citizenship behavior (OCB), and task interdependence (TI) (own study)

To determine where the responses 1 to 5 fall on individual items, this study used skewness and kurtosis to look at the distributions of the three variables. Figure 2 suggests that the distribution of the data on the three variables look slightly different, which results in differences in skewness and kurtosis.

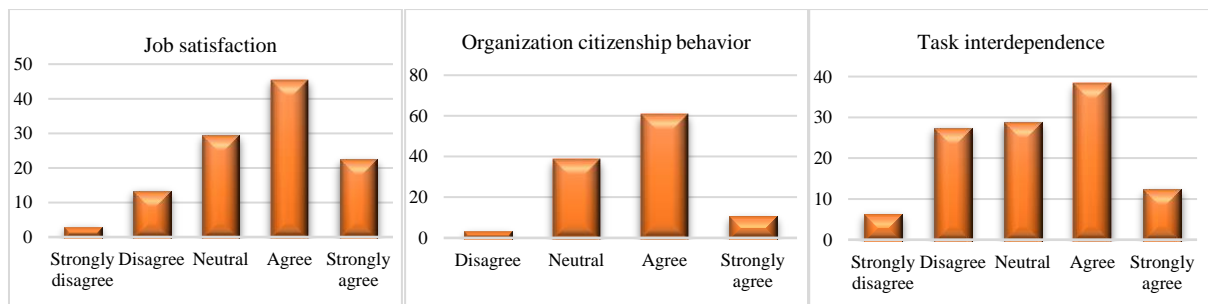


Figure 2. Distribution of data on key variables ($N = 110$), (own study)

The following levels of skewness and kurtosis were identified in job satisfaction, organizational citizenship behavior, and task interdependence. All values were found to meet the acceptable level of kurtosis below +1.5 as outlined in Table 2.

Table 2. Skewness and kurtosis statistics for key variables (own study)

Variables	Skewness	Kurtosis
Job satisfaction (JS)	-0.194	-0.209
Organization citizenship behavior (OCB)	0.512	0.420
Task interdependence (TI)	0.547	0.702

An exploratory factor analysis (EFA) was performed using principle axis factoring extraction with Promax rotation to check whether the measures used with the sample in the study would yield the structure reported in previous research. Eigenvalues of one and above were sought, and loadings below 0.4 were suppressed. In case of some items cross-loading on more than one factor, these items were eliminated and only items uniquely loading on different factors were used further in the analysis. In addition, a number of independent samples t -tests were performed both on the summed variable and on its summed dimensions to make sure that all the differences are captured. An alpha level for the study was set at 0.05.

4. Results

The overall results of the content analysis are provided. For the purpose of verifying whether employment classification types affect, job satisfaction, organizational citizenship behavior, and task interdependence (work assignments), an independent samples *t*-test was performed with descriptive and inferential statistics. Each of the study hypotheses were tested and verified. The procedure and outcomes are described below:

Job satisfaction

In order to verify the hypothesis *H1* (*Is there differences between perceptions of job satisfaction of contract and civilian employees?*), descriptive statistics and an independent samples *t*-test was performed. When the variable was measured as a summed score variable or when the dimensions (i.e. vigor and dedication) were measured individually. The results showed the analysis of the overall job satisfaction scale had a mean value of ($M = 57.9$; $SD = 8.1$). An independent-samples *t*-test was performed to evaluate employees overall job satisfaction. The difference was not significant, $t_{(108)} = -0.294$, $p > 0.05$, indicating that there was no significant difference between the job satisfaction of civilian employees ($M = 57.7$; $SD = 8.11$), contract employees ($M = 58.1$; $SD = 8.09$) working in the IT service center. Pearson's *r* was performed and found a positive correlation between job satisfaction and employee's employment status $r_{(108)} = 0.028$, $p > 0.05$. $d = 0.057$ There was no significant effect of employee's employment status on job satisfaction $F_{(1,108)} = 0.086$, $p > 0.05$. The zero hypothesis is not rejected.

Organizational citizenship behavior

The hypothesis *H2* (*Is there a differences between perceptions of organizational citizenship behavior of contract and civilian employees?*) was verified with the use of descriptive statistics and an independent samples *t*-test was performed. When the variable was measured as a summed score variable or when the dimensions (i.e. altruism, courtesy, and sportsmanship) were measured individually, the result was the analysis of overall organizational citizenship behavior had a mean value of ($M = 70.4$; $SD = 10.0$). An independent-samples *t*-test was performed to evaluate employees overall organizational citizenship behavior demonstrated. The difference was statistically significant, $t_{(108)} = 4.99$, $p < 0.05$, $d = 0.941$ indicating civilian employees ($M = 75.1$; $SD = 11.2$) demonstrated OCB is significantly higher than contract employees ($M=65.7$; $SD=8.6$) in the workplace. Pearson's *r* was performed and found a significantly negative correlation between employee's OCB and employment status $r_{(108)} = -0.439$, $p > 0.05$. There was a significant effect of employee's employment status on overall OCB, $F_{(1,108)} = 25.726$, $p < 0.05$. Thus, the zero hypothesis is rejected because employee classification types do play a role on employee organizational citizenship behavior.

Task independency

The hypothesis *H3* (*Is there differences between perceptions of task interdependence of contract and civilian employees?*) was verified with the use of descriptive statistics and an independent samples *t*-test was performed. When the variable was measured as a summed score variable or when the dimensions (i.e. dependent on others, others' dependency, and reciprocal interdependency) were measured individually, the result of the analysis of overall task interdependence had a mean value of ($M = 41.2$; $SD = 6.58$). An independent-samples *t*-test was performed to evaluate employees overall task interdependence. The difference was significant, $t_{(108)} = 4.18$, $p < 0.05$, $d = 0.007$, indicating civilian employees ($M = 43.6$; $SD = 6.45$) have significantly higher levels of input and out dependence on coworkers than contract employees ($M = 38.7$; $SD = 5.8$). Pearson's *r* was performed and found a significantly negative

correlation between employee's task interdependency and employment status $r(108) = -0.373$, $p > 0.05$. There was a significant effect of employee's employment status on overall TI, $F(1,108) = 17.491$, $p < 0.05$. Further, the zero hypothesis is rejected because employee classification types do play a role in task interdependence (employee work assignments).

The aim of the analyses were to determine the determinants of the differences in regards to the perceptions of contract and civilian employees' overall work satisfaction. The analyses were conducted consecutively for the three constructs: Job satisfaction, organizational behavior, and task interdependence. In the empirical and theoretical analyses, individual work contextual factors were included in the research to help understand differences or similarities between the types of employment status (contract or civilian), tenure in the organization, as well as age, and gender were included in the descriptive analyses. Independent samples *t*-test for overall job satisfaction revealed that employees are satisfied with their job regardless of their employment classification types. However, the means scores of the independent samples *t*-test for organizational citizenship behavior and task interdependence are influenced by employment status in public companies. The scores analysis also revealed that in a government organization, overall work satisfaction component is set both by psychological well-being and work meaningfulness. In a government organizations, on the other hand, organizational citizenship behavior and task interdependence were statistically significant, which decreases overall work satisfaction.

4.1. Descriptive statistics

Descriptive statistics measured to identify the minimum, maximum, and Std. deviation of each variable. The mean, mode, range, standard deviation, and percentage were performed to summarize an overview of findings.

The sample profile in Table 3 demonstrates higher percentage in civilian employees are males (36.4%), age 45 or older (20.9%), white (non-Hispanic) (27.3%), higher education (17.3%), working 5 years or more in current position (25.5%), and with prior employment in current line of work (43.6%).

Higher percentage in contract employees are: males (32.7%), age 45 or older (8.2%), white (non-Hispanic) (29.1%), higher education (24.5%), working 5 years or more in current position (10.9%), and had prior employment in current line of work (38.2%). The status is reported in equal numbers.

The sample of civilian employees included 15 females and 40 males. The sample of contract employees included 19 females and 36 males. The average age of civilian employees is 36.6, with contract employees 32.7. There was a slight difference between the two groups possessing a master's degree, and all employees had obtained some college education as show.

Correlations of each variable were measured with Pearson Correlation Sig. (2-tailed). Reliability analysis measured 0.95%, including the Cronbach's Alpha (based on standardized items 0.627). The scale statistics mean = 70.67, variance = 484.91, and Std. Deviation = 6.97 were also measured. Correlation analysis and two tailed samples *t*-test was conducted to determine where the mean differences lie within the interaction.

Table 3. Sample profile (own study)

	Gender	Age	Ethnicity	Highest level of education	Time in current position	Length of employment in line of work	Prior employment status
Male	76						
Female	34	8					
Age: 18 – 24		23					
Age: 25 – 34		31					
Age: 35 – 44		32					
Age: 45 – 54		16					
55 or over							
Asian/Pacific Islander			2				
African American			26				
Hispanic or Latino			12				
White			61				
Other			8				
Some College				19			
Associate Degree				24			
Bachelor's Degree				46			
Master's Degree				15			
Professional Degree or Certification				6			
Less Than A Year					5		
1 – 3 Years					33		
3 – 5 Years					32		
over 5 Years					40		
Prior Employment in line of work – yes						90	
Prior Employment in Line of Work – no						20	
Civilian Employee							55
Contract Employee							55
Missing			1			1	

4.2. Discussion

The analysis presents descriptive statistics on contract and civilian workers within the information technology context. Descriptive statistics shows distribution of employees surveyed residing in the IT service center is presented in Table 3. In addition, it demonstrates a mixture of contract employees and civilian employees. There was no differences in job satisfaction between both groups as demonstrated through the independent samples *t*-test. However, there were significant differences between the organizational citizenship behavior and amount of work assigned to contract workers than civilian employees working as a team. For contract workers, comprising the organization's policies and administration, management practices, quality of inter-personal relationships, and employment status if negatively can cause dissatisfaction (*Bendaraviciene & Bakanauskiene, 2012*). The organization allowed contract employees to work on all work tasks that did not require sensitive or confidential information. There was some dispersion in the proportion of contract workers scope of work than civilian employees. This suggested there is some understanding of the value of how some work assignments are shaped by the use of contract workers. The independent samples *t*-tests in

section 3 compared the means scores of the three variables of the employees (i.e. civilian employees). Organizational citizenship behavior and task interdependency support the idea that contract workers behavior and their level of commit to the organization is different than civilian employees. The hypotheses were tested by performing an analyses on whether the behavior and work assignments was affected by the employee employment status.

5. Conclusion

Many organizations have increased their use of hiring contract workers significantly to work with civilian employees. Contract workers and civilian employees working in an information technology service center on a large Military base were surveyed. The researcher examined if there is a relationship in contract workers and civilian employee perceptions, attitudes, behavior, and work assignments were evaluated across the two groups. An independent samples *t*-test was used to test and evaluate the hypotheses.

Analysis of conventional contract workers vs civilian employee studies have shown strong results. The researcher found some surprising results; contract workers exhibited significantly more favorable work setting than their civilian counterparts. Civilian employees perceived contract workers to be obedient, less loyal, and trust-worthy. Job assignment emerges as an important factor influencing contract workers work attitudes, perceptions, and level of organizational commitment. Contract workers are assigned considerably enlarged job scopes which affect their attitudes and work performance. Civilian employees were assigned less job scopes, leading to their lower perceptions of the work environment. The researcher proposes a theoretical model by explaining differences in work perceptions for contract and civilian employees.

The results from the study imply that information technology service center managers should design a process that balances the jobs assigned to contract employees and civilian employees to improve employee attitudes, behavior, perceptions, and level of workplace commitment.

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