

**CREATING INTERNAL CUSTOMER
DELIGHT: TOWARDS IMPROVED
EMPLOYMENT PRACTICES FOR
CASUAL WORKERS IN THE
REGISTERED CLUBS INDUSTRY OF
NEW SOUTH WALES, AUSTRALIA**

Diannah S Lowry & Alan Simon

*Working Paper 41/01
July 2001*

Abstract

It is argued in this paper that management holds erroneous assumptions about casual employees' affective orientation towards the workplace. Such assumptions allow management to obviate the need for provision of certain employment systems. The research, which provided the basis for this paper, investigated the relevant work context factors associated with casualisation and the effects of casual work arrangements on employee job satisfaction and commitment.

A generative methodology, using both quantitative and qualitative methods was used to gather the data. A total of 454 casual employees were surveyed: forty-two employees in a sample of 6 clubs within the top 200 registered Clubs in NSW were interviewed, twenty-eight casual employees took part in a pre-test of the questionnaire, and three hundred and eighty four returned questionnaires from a sample of sixteen clubs.

Key findings of the research include the observation that casual employees experience varying levels of commitment and satisfaction according to their perceptions of work context factors in their organisation. This implies that casual employees are not homogenous in the way they perceive their work environment, and should not be assumed to be indifferent to their work environment and work opportunities.

Therefore, a model of employment systems is proposed that is relevant to the highly casualised enterprise. The model is intended to create equitable work context factors which emphasise opportunities for the entire organisation rather than a 'mythical core'.

CREATING INTERNAL CUSTOMER DELIGHT: TOWARDS IMPROVED EMPLOYMENT PRACTICES FOR CASUAL WORKERS IN THE REGISTERED CLUBS INDUSTRY OF NEW SOUTH WALES, AUSTRALIA

INTRODUCTION

The permanent contract of employment has until recent times, represented the main form of employment contract for employees in advanced capitalist societies. With the advent of various political and economic pressures the notion of permanent employment has, however, come under significant challenge. Non-standard forms of employment have become more prominent as a response to the exigencies posed by economic pressures, globalisation and the quest for flexibility. In the past decade, the growth of non-standard forms of employment has been the subject of investigation and debate within Australia and overseas (see for example Allan 1998, Blyton 1992, Fevre 1991, Dawkins 1985, Pfeffer 1994, Kochan, Smith, Wells and Rebitzer 1994, Kissler 1994, Meulders, Plasman and Plasman 1994, Mückenberger 1989, Davis-Blake and Uzzi 1993, Natti 1993, Feldman 1990, Underhill and Fernando 1998, Horstman 1992, Probert 1995, Weller and Cussen 1996, Walsh and Deery 1997, Burgess and Campbell 1998, Junor 1998).

In Australia, the changes in employment arrangements and patterns have been substantial over the past fifteen years. Theorists argue (for example Burgess, 1996; Campbell, 1996; Romeyn, 1992;) that the major change has been in the growth of casual employment, a form of employment that is 'deprived of most standard benefits, rights and forms of protection and that is marked by substantial levels of precariousness' (Campbell and Burgess, 1997:5). Official statistics compiled since 1982 reveal that the number of casual employees has more than doubled, a phenomenon described by Dawkins and Simpson (1993:30) as '*arguably....the most dramatic development in the labour market in recent times*' (emphasis added).

The issue of casual employment is important not just because casual employees have more than doubled in numbers over the past ten years. What renders casual employment so distinctive and of such concern in Australia, is that this growing group of workers belong to a group who are deprived of standard employment benefits and employment protections merely 'by virtue of their subsumption under a "casual" employment contract' (Campbell and Burgess, 1997:18). On the issue of research on casual employment from a supply perspective Campbell (1996:78) comments:

'Research into employee needs and preferences could help to resolve the appeal of casual status. Unfortunately, such research is extremely undeveloped in Australia...at worst, some surveys approach the topic by asking employees inept questions such as: "are you satisfied with you current working arrangements?"*There is an urgent need for more sensitive research in Australia in this area*' (emphasis added)

Background to the Research

As indicated above, there is a trend in organisations towards the 'externalisation' of work; organisations are pursuing employment externalisations (for example, part-time, temporary, casual and fixed term contract arrangements) as a means of increasing labour flexibility. The advent of changing employment relationships is generating significant concern. A report in the Economist (1993) argues that organisations are discarding the implicit contract that they have typically held with employees, that being the security of long term employment in exchange for loyalty. Moskal (1993) argues that employees today no longer acknowledge the existence of an implicit or explicit social contract between themselves and their employer. He considers that organisational commitment is 'all but gone' and can be resuscitated only when industry creates a mutually beneficial working environment. Similarly, Pfeffer (1994) comments that if competitive success is achieved through people, it is important to build a workforce that has the ability to achieve competitive success and that cannot be readily duplicated. He goes on to argue that the recent trend toward using casual and temporary help, part-time employees and contract workers, particularly when such people are used in core activities, flies in the face of competitive success. According to theorists such as Pfeffer (1994), Kochan et. al. (1994), Kissler, (1994), and Davis-Blake and Uzzi (1993), this raises the questions of why

these practises seem to be growing, what effects they have on the ability to achieve advantage through people, and what the implications are for employees and organisations.

The trend towards the 'externalisation' of work is gaining momentum in Australia. Relative to Western Europe, the extent of casualisation in Australia is comparable to Spain and Portugal, and well above the United Kingdom, France and Germany (Hakim, 1990). Evidence (see Romeyn 1992, Burgess and Campbell 1998) indicates that casual employment within Australia is growing across industries and occupations for both men and women. While this 'across the board' phenomenon is apparent, there appear to be certain sectors which are adopting high casualisation strategies. For example, over 30% of employees in agriculture and retail trade are casual employees, and over 50% of employees in the restaurant/hotel/club sectors are employed under casual conditions (Burgess 1996, Whitehouse, Boreham and Lafferty 1997). Within this hospitality category, it is estimated that over 55% of employees in the NSW club industry are casual employees (RCA and LHMWU, 1996).

Unskilled or semi-skilled workers are not the only groups constituting the growing casual workforce. Williams (1994) observes that the growth in casual work arrangements in Australian universities is on the rise, arguing for example that many university lecturers are now employed on a casual basis and paid strictly on an hourly rate. Williams (1994) argues that such employees are likely to leave as soon as they give their lecture, and are not on call to assist students. This 'casual' employment arrangement then calls into question the quality of the service provided, a question of significant importance in an economy with a growing service sector.

According to Romeyn (1992), casual employment is much higher in the private sector, and casual employees are less likely than permanent (or even part-time) employees to belong to a trade union. Casual employees are also less likely to be covered by industrial awards. They have loading entitlements, however, their hourly wage is declining relative to permanent employees (Simpson, 1994). ABS data reveal that the average weekly earnings for casual workers is around 82% of the earnings of full-time permanent male employees, and 78% for females (ABS Catalogue 6310.0.40.001, 1994).

Research problem and hypotheses/research questions

The major objectives of this research were twofold. First, the research involved an investigation of both the relevant work context factors associated with casualisation and the effects of casual work arrangements on employee job satisfaction and commitment within the club environment of NSW. The second objective was essentially prescriptive, and involved the formulation of an 'ideal' employment relations' model of casual work arrangements which would serve to enhance casual work arrangements for both employees and employers.

Justification of the research

As discussed above, the increasing level of casualisation in Australia is a significant area of concern. Casualised work arrangements belong to a broad category of employment that is often referred to as 'externalised' work arrangements. There is some debate as to the merit of such arrangements. While one school of thought embraces externalisation as an efficient means of achieving flexibility and cost-reduction (see for example Quinn and Hilmer, 1994), there is concern that such arrangements may lead to a peripheralisation of some segments of the workforce (see Bray and Taylor, 1991). Despite such speculation, there is a paucity of empirical research from a supply perspective. So there is a need for more research from a supply perspective. Indeed there is a need for more research that explores the implications of casual work for both employees and employers.

Against this backdrop, research into the NSW Registered Club sector is warranted for a number of reasons. The recreation industry in NSW, in which the Club sector is a member, has one of the highest proportions of casual workers in the State. First, it is a highly casualised industry sector. The club industry currently employs more than 63,000 people throughout the State, of which it is estimated that over 55 per cent (over 34,650) are casual employees (RCA Annual Report, 1996; LMHWU & RCA). Second, the industry is important to the State's economy. The club sector in NSW has seen considerable growth over the last

decade. In 1987 there was an estimated 2,920 clubs (excluding golf clubs) in Australia with almost 45, 000 employees. New South Wales was, and still is, the source of the largest concentration of clubs in Australia. Thirty-five per cent of all clubs in Australia are in NSW, representing 53.5 per cent of all Australian club employment.

By July 1 1993, there was 1,551 registered clubs in NSW. Over two million are members of NSW clubs, and, including dual memberships, hold approximately 2.5 million memberships between them. The club sector provides more jobs in NSW than Australia's second largest company, Elders IXL, does across the nation, and is the fourth largest tax contributor to the NSW Treasury (RCA Annual Report, 1995). Given these statistics, the club industry is a significant factor in the economic structure of NSW, and an important industry in which to study the impact of casual work arrangements.

Confining the research to a single industry such as the NSW Registered Club industry was considered necessary in order to facilitate a manageable study, to control for variables such as skill levels, and to control for exposure to work based systems and management practices. The research investigates casual employment arrangements in four of the six main club categories: 1) sporting clubs; 2) social and community clubs; 3) worker's clubs; 4) ethnic clubs; 5) religious clubs, and 6) Returned Servicemen League (RSL) clubs. The research is confined to those clubs listed in the 'Top 200 Clubs' identified by the department of Gaming and Racing (1993-1994). (Two of the 6 categories contained no clubs in the top 200).

This group of clubs constitutes the sampling frame for the research that provided the basis for this paper for the following reasons:

- ↳ the total assessed net profit for the Top 200 Clubs was \$1,359 million out of a total assessed net profit of \$1,927 million for all NSW clubs (or 70.6%);
- ↳ the average profit of the top 200 Clubs was \$5.8 million compared to the state average of \$1.2 million;
- ↳ the Top 200 clubs' assessed gaming duty was \$301.5 million out of the total assessed duty of \$407.3 million (or 74.0%)
- ↳ the Top 200 clubs will pay \$18.6 million out of the total assessed liquor fee for clubs of \$43.1 million (or 43.2%).

(Source: 'Gaming Analysis 1994-1995' and 'Liquor Fee Analysis 1996', both published by the Department of Gaming and Racing, 1996)

It is likely that the top 200 Clubs are larger organisations (in terms of membership) and have a larger number of employees to reflect and service their membership. It is also likely that the top 200 Clubs have greater numbers of casual employees than the remaining club population, due mainly to the historical reliance on casual workers in the club sector and the fact that many of the larger clubs have 24 hour trading. This group of clubs thus provides the greatest scope for actually accessing casual employees.

Additionally, employment relations' systems increase in complexity as employee numbers within an organisation grow, thus it would appear that the chosen population of clubs provides the greatest scope for studying casual work arrangements and for designing employment relations' systems where they are most required.

It is likely that the growth in the club industry will be experienced at a national level. For example, Boreham, Harley and Lafferty (1996) comment that the club sector is one of the fastest growing sources of employment in Queensland. Boreham et. al. (1996) cite ABS Labour Force Survey data which reveal that between 1988 and 1994, the club sector in Queensland has sustained a staggering increase in employment of 143.6%. The current research will have significant relevance amid such growth in Queensland and other Australian states.

1. METHOD

The study uses a triangulated methodological approach. The data were produced from 42 depth interviews and 384 questionnaire surveys in 22 metropolitan and regional clubs in New South Wales.

Following Simon, Sohal and Brown (1996), the research was conducted in two phases. In phase One, 42 non-structured interviews of both employees and managers within the club sector were conducted. Phase One involved the testing and validating of initial models developed from the literature in these interviews. Phase Two involved the administration of a final questionnaire survey to 2,000 casual employees in the club sector, from which 384 questionnaires were returned. Qualitative and quantitative data analyses were conducted.

FINDINGS

1.1. Themes Emerging from the Interviews

The themes, which emerged during the early stages of this research, were varied in scope. Two broad groups of casual employees with different reasons for entering casual work arrangements were identified, and their resultant satisfaction levels noted. One group of employees found such work arrangements useful in terms of fitting in with family commitments or life circumstances. This group of workers was generally positive in their perceptions of casual work arrangements within the sector. The other group of employees found casual work as a less than optimum arrangement. This group was unable to find work elsewhere, desired a more permanent job in the club sector, or was discontented with various aspects of casual work arrangements. Most of the negative perceptions emanated from this group of workers.

Overall, the casual employees interviewed in Phase One perceived their work arrangements as problematic. Specifically, while they were generally contented with issues related to levels of remuneration, they appeared to be highly dissatisfied with issues related to work scheduling, income security and job security.

Other areas of concern were the lack of training, career and promotion opportunities, the lack of management communication, and the lack of feedback and reward for performance. Differential treatment of casual and permanent workers also surfaced as an issue of concern. Such issues which consistently surfaced during the interviews as themes were incorporated into the substance of the questionnaire.

3.2. Findings from the Questionnaire Survey

The quantitative research questions were designed to test more widely the findings from the interview data provided in the previous section. The intention of the research was to determine:

- 1) the motivations for entering casual work arrangements and affective characteristics associated with casual work arrangements;
- 2) the perceptions of the adequacy of various work context factors, and
- 3) the impact of work context factors on satisfaction and commitment levels.

Factor analyses (separate analyses for females and males) were conducted in order to detect underlying dimensions of motivations for entering into casual employment. For females, the following underlying dimensions, or motivations for entering casual employment included:

- 1) 'other commitments',
- 2) 'suitability', and
- 3) 'income'.

For males, the following underlying dimensions, or motivations for entering casual employment were found:

- 1) 'convenience',
- 2) 'other commitments', and
- 3) 'do not want a permanent job.'

Tables 1 and 2 provide full details:

Table 1: Factor Analysis of Females' Reasons for Entering Casual Employment

	Short term/Other Commitments	Suitability	Income
This is a short term job until I find something better	<u>.53</u>	-.25	.44
I have other study/sport commitments	<u>.79</u>	.10	.23
I have other work commitments	<u>.75</u>	.00	-.42
Family commitments prevent full-time work	-.05	<u>.53</u>	-.43
I do not want a permanent job	.04	<u>.74</u>	.00
I have been unable to find a permanent job	.01	<u>.68</u>	.14
Casual employees earn more money for less hours worked	.14	.14	<u>.78</u>

Cumulative variance explained by three factors: 69.3%

Table 2: Factor Analysis of Males' Reasons for Entering Casual Employment

	Convenience	Other Commitments	Do not want a Permanent job
Casual employees earn more money for less hours worked	<u>.60</u>	-.14	.37
I have been unable to find a permanent job	<u>.81</u>	-.06	.11
This is a short-term job until I find something better	<u>.54</u>	.38	.52
I have other work commitments	<u>.56</u>	.11	.02
Family commitment prevent full-time work	.02	<u>.82</u>	-.10
I have other study/sport commitments	.07	<u>.78</u>	.29
I do not want a permanent job	.08	.05	<u>.84</u>

Cumulative variance explained by three factors: 62.6%

Factor analysis was also conducted to determine what casual employees liked and disliked about casual employment. Three factors associated with a positive appraisal of casual employment were derived:

- 1) 'variety'
- 2) 'money', and
- 3) 'personal flexibility'.

Factors associated with a negative appraisal of casual work included:

- 1) 'lack of benefits and conditions'
- 2) 'employment status discrimination', and
- 3) 'temporal constraints'.

Tables 3 and 4 show the results of the analysis:

Table 3 Factor Analysis of What is liked about Casual Work Arrangements

	Variety	Money	Flexibility
It fits in with my other commitment	.11	-.03	<u>.88</u>
I can do what I want during the day	-.04	.38	<u>.68</u>
I earn more money for less hours worked	.11	<u>.87</u>	.05
The penalty rates are good	.05	<u>.86</u>	.16
There is more variety in work mates	<u>.76</u>	.19	.00
There is more variety in the work	<u>.81</u>	.04	.08
There is the opportunity to take on extra shifts	<u>.79</u>	-.03	.02

Cumulative variance explained by three factors: 70.2%

Table 4: Factor Analysis of What is Disliked about Casual Work Arrangements

	Lack of benefits & Conditions	Employment status discrimination	Temporal Constraints
The lack of income security is a problem	<u>.60</u>	.25	.52
There is no paid annual leave	<u>.92</u>	.08	.11
There is no paid sick leave	<u>.90</u>	.11	.11
The lack of job security is a problem	<u>.64</u>	.32	.38
Casuals are 'looked down on' by management	.12	<u>.85</u>	.19
Casual are 'looked down on' by Permanent staff	.11	<u>.87</u>	.05
Permanent staff have more say about rosters	.18	<u>.71</u>	.30
It has a negative effect on my social life	.16	.17	<u>.71</u>
It means I can't plan my time	.10	.05	<u>.87</u>
The problems with rosters & shift allocations	.24	.39	<u>.68</u>

Cumulative variance explained by three factors: 73.2%

The issue of casual workers' preferences for work was also explored in this research. Male casual workers were found to be significantly more likely to prefer full-time employment, and less likely to prefer part-time employment, and evidence to show that this difference could be explained by career aspirations and time planning constraints was presented.

Tables 5 and 6 contain these findings:

Table 5: Preference of Employment Status

Preference	Frequency N=381	%
Prefers Full-time Permanent Job	139	36.5
Prefers Part-time Permanent Job	84	22.0
Prefers to Remain a Casual Employee	158	41.5

Table 6: Preference of Employment Status by Gender

	Prefers Permanent Full-time	Prefers Permanent Part-time	Prefers to Remain Casual
Female (n=255)	83 (32.5)	65 (25.4)	107 (41.9)
Male (n=126)	56 (44.4)	19 (15.0)	51 (40.4)

$X^2 = 7.46$, WITH 2 D.F, $p = .02398$

In addition to gender differences in work arrangement preference, older workers are more likely to want permanent part-time work than permanent full-time work. Number of hours worked per week also impacted on work arrangement preference, with casual employees who worked longer hours being significantly more likely to want permanent full-time work.

Casual employees' perceptions of work context factors were also explored and analysed. Respondents were asked whether they had received any training as a casual employee. 'On-the-job' training appears to be the most pervasive form of training for casual employees in the club industry. Employees who had received some form of formal training were trained mainly in operational areas related to current tasks. Of the casual employees who had received training, 21% commented that the training was inadequate, and 55% responded that no assessment of the training had taken place.

Over half of all casual employees surveyed agreed or strongly agreed with the statement 'there are good opportunities for casual staff in the club industry'. However, only one quarter of the sample of respondents agreed or strongly agreed with the notion that they were already 'climbing up the ladder', and less than a third indicated that they intend to become a supervisor. A number of casual employees surveyed indicated that they were qualified in other areas, the implications being that they did not see their job at their club as a sole career choice. However, this may not be the case in all instances. Over a third of respondents indicated that there was too much nepotism in promotion practises, and indicated that they were not given the opportunity 'to prove themselves'.

The vast majority of casual employees surveyed reported that they were satisfied with their wages, however, nearly all respondents (94.3%) said that they were satisfied with their wages *depending on the number of hours that they work*. The problem of wage insecurity was a theme that consistently surfaced in the questionnaire commentary. Just over one quarter of the sample agreed or strongly agreed with the statement 'I am not happy with my wages considering the unsocial hours that I work' suggesting that penalty rate payments do not compensate all workers for working unsocial hours. Additionally, since the majority of respondents indicated that they agreed or strongly agreed with the statement 'I am satisfied with my wages as long as penalty rates remain', it appears that penalty rates are a significant component of casual employees' wage satisfaction.

When asked if they would work on weekends if penalty rates were abolished and a higher hourly weekly rate paid, there was almost a neat three way split between employees' responses of 'yes', 'no' and 'not sure'. Casual employees, who responded in the negative, did so mainly on the grounds that casual employees deserve compensation for working unsociable hours.

The majority of respondents indicated that they were satisfied with the work scheduling arrangements at their club, however, responses to other items and substantive comments returned with questionnaires suggest that this is an area of significant concern to some casual employees. Two thirds of the respondents indicated that there should be greater consultation with staff about rosters, and also indicated that work scheduling could be more flexible. Substantive comments from the questionnaire reveal that flexibility is currently seen to be employer flexibility at the exclusion of employee flexibility. Another strong issues to surface regarding work scheduling concerned the issue of distribution. Nearly three quarters of casual employees indicated that there should be fairer distribution of shifts.

The vast majority of respondents agreed with the statement 'I enjoy the social aspect of working in the club environment'. The club environment is a source of social interaction to many of the casual employees surveyed. Respondents were divided regarding social integration of permanent and casual employees. Approximately one quarter of respondents indicated that permanent staff tended to group together, while nearly one third responded that casual employees grouped together. Comments on questionnaires suggest that in some clubs, the clustering of casual or permanent employees can be problematic.

Employees seemed generally satisfied with aspects of management practice related to competence, and staff facilities, however, over half of all casual employees surveyed indicated that they were dissatisfied or very dissatisfied with management's equal treatment of staff. This was a theme that surfaced consistently throughout the interviews in Phase One, and also surfaced in the substantive comments in questionnaires. 'Management feedback' was another area that received substantial criticism, with 70.9% of casual employees responding that they were dissatisfied with the amount of recognition for good work, and over half of the sample indicated that they were dissatisfied or strongly dissatisfied with management's 'people skills'.

In regard to gender equity promotion, nearly three quarters of the sample agreed or strongly agreed with the statement 'males and females have equal access to promotion'. Employment status equity and promotion was not as well perceived, with 67.9% of casual employees agreeing or strongly agreeing with the statement 'permanent employees have greater access to promotion than casual employees'. Casual employees were also asked a series of questions related to equity in rostering arrangements. Nearly three quarters of the sample agreed that gender played no role in roster allocation. Employment status equity was not as evident, with 43.8% of casual employees disagreeing with the statement 'permanent and casual employees have equal access to family friendly rostering'; it can be thus surmised that some casual employees feel that the allocation of rosters is not always equitable.

The majority of casual employees agreed that males and females have equal access to training. Equity in training related to employment status was not as clear-cut, with 47.3% of casual employees disagreeing that permanent and casual staff have equal access to training. Nearly half of the sample agreed that permanent employees have greater access to training, thus it appears that this is an area of some concern.

Just over two thirds of casual employees agreed or strongly agreed with the statement 'when talking to friends, I refer to this club as a great organisation to work for'. However, when asked to respond to the statement 'for me this is the best of all possible organisations to work for', 57.2% disagreed, indicating that for some respondents, casual employment was seen as a compromise. This is supported by the finding that 53.9% of respondents disagreed with the statement 'this really inspires the best in me in the way of performance'. Multiple regression (see Table 7 below) reveals that 'satisfaction with management practices' and 'perceived opportunity for promotion' are significant work context factors that impact on organisational commitment.

Table 7: Regression Estimates of work context Factors On Organisational Commitment

Variable	Regression Coefficient	Standard Error of the Coefficient	Standardised Regression Coefficient (beta)	t-value	Significant t
Management Satisfaction	.56	.07	.48	7.14	.00
Wage Satisfaction	.06	.07	.04	0.82	.41
Promotion Opportunity	.17	.08	.12	2.00	.04
Work Scheduling	.08	.10	.05	0.80	.38
Congruence. Social Integration	.13	.08	.08	1.60	.10

Regression equation characteristics

$$R^2 = .444$$

$$R^2 = .433 \quad F(5, 256) = 40.90, p = .00$$

Casual employees in the club industry experience some degree of positive job satisfaction. For example, over three-quarters of casual employees agreed with the statement 'I am fairly well satisfied with my job'. Nearly three quarters of the sample agreed or strongly agreed with the statement 'I find real enjoyment in my job', while 81.9% agreed that 'most days I am enthusiastic about my job'. However, 24.4% of casual employees agreed that 'each shift seems like it will never end' and just over a third of respondents agreed with the statement 'I am often bored with my job'. This was a theme that surfaced in the questionnaire commentary, sometimes linked with a lack of training. The satisfaction score differed according to whether or not training had been received, with casual employees who had received training having a significantly higher satisfaction score than those who had not received training. In addition, multiple regression analysis (see table 8 below) revealed that 'Satisfaction with Management Practices', Work Scheduling Adequacy and 'Social Integration' have significant impacts on Satisfaction.

Table 8: Regression Estimates of work context Factors On Satisfaction

Variable	Regression Coefficient	Standard Error of the Coefficient	Standardised Regression Coefficient (beta)	t-value	Significant t
Management Satisfaction	.14	.06	.16	2.11	.03
Wage Satisfaction	.10	.06	.09	1.5	.13
Promotion Opportunity	.08	.07	.07	1.1	.27
Work Scheduling	.26	.08	.21	3.0	.00
Congruence. Social Integration	.21	.07	.17	2.9	.00

Regression equation characteristics

$$R^2 = .28$$

$$R^2 = .27 \quad F(5, 256) = 20.86, p = .00$$

Most respondents (70.7%) indicated that they were 'always committed to being a top performer', while 27.5% indicated that they were committed to perform well at their club 'most of the time'. A small number responded that they 'didn't really put a lot of effort into their performance', or 'didn't care' how they performed in their job. Exploratory analyses revealed no significant relationships between performance, commitment and any other variable analysed in this study.

In response to the statement 'I consider work to be central to my life', 57.7% of casual employees indicated disagreement. A similar percentage of disagreement (56%) was revealed in response to the statement 'life becomes more meaningful to me when I am absorbed in work'. In response to the item 'the most important things that happen in my life involve work', a staggering 81.9% disagreed or strongly disagreed. However, we recommend that caution should be exercised with these results, since, casual work may perpetuate and reinforce low work commitment levels.

For example, evidence for group differences in work commitment levels was revealed from analysis of work commitment by work preference factors (whether or not full-time, permanent part-time work or casual work was preferred). Casual employees who had a preference for full-time permanent employment possessed higher levels of work commitment than those employees who desired to remain casual. While this finding may seem obvious, it nevertheless serves to support the notion that casual employees are not homogenous with regard to level of work commitment. 'Satisfaction with management practices' was the only significant predictor of work commitment.

With regard to 'intent-to-stay', the majority of employees perceived that it was unlikely that they would still be a casual employee in their existing club. In response to the item 'Do you intend to leave Club voluntarily in the near future?', the majority indicated a negative response (that they would not be voluntarily leaving) and 31.6% responded that the situation was uncertain. Only 10.5% answered that they 'would definitely leave'. In combining the 'ambiguous' response categories, it appears that 42.1% of casual employees were

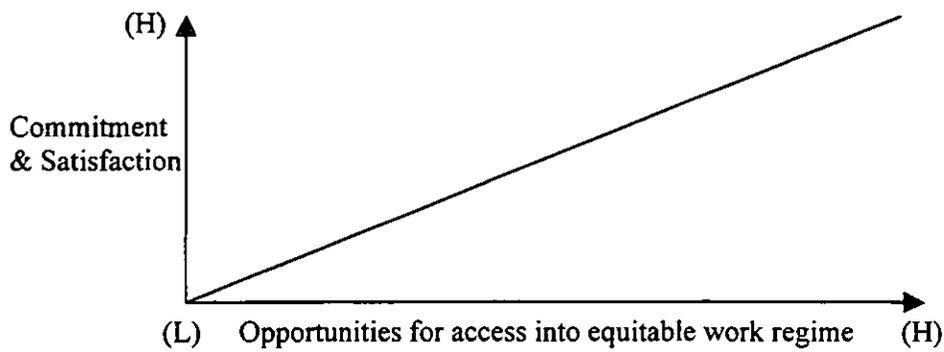
considering voluntarily exiting their job in the club industry, however, 79.4% perceived that they would still be working in the club industry in 12 months time. This indicates that while some casual employees would prefer to exit from their casual employment in the club industry, they see themselves as not doing so. For this group, casual employment is more of a 'trap' than a 'bridge'. 'Work scheduling adequacy' was the only work context factor with a significant correlation with intent-to-stay. This indicates that rosters and shift allocations have a significant impact on whether a casual employee chooses to remain with or exit from the enterprise.

CONCLUSION

The findings from our research indicate that certain work context factors impact significantly on commitment and satisfaction levels of casual employees. The research thus strongly suggests that it is incorrect for managers to assume that casual employees are a homogenous group characterised by low levels of commitment and a solely utilitarian view of work. The research findings also indicate that it is incorrect for managers to assume that the attributed low commitment and work focus of casual employees justifies the lack of provision of work systems or opportunities for their casual workers. To make such erroneous assumptions is to essentially eschew their management and leadership functions.

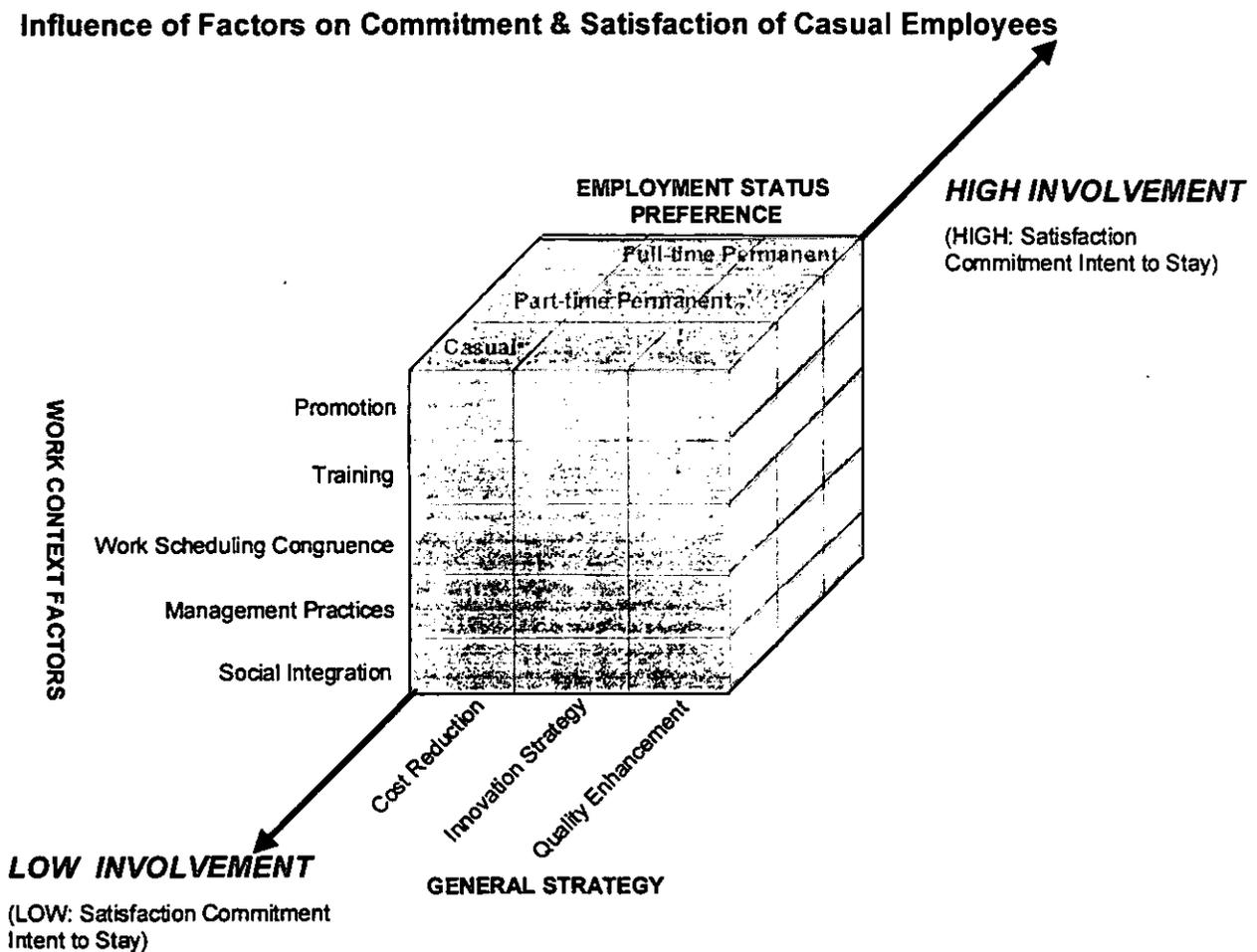
The relationship between opportunity-based work context factors and commitment and satisfaction is depicted in Figure 1. Rather than assume that such systems are irrelevant, the challenge for highly casualised organisations is to create employment systems at the level of the enterprise, which both satisfy the needs of employees and stimulate commitment and job satisfaction.

Figure 1: Relationship between Casual Employee Commitment and Satisfaction levels, and Access into an Equitable Work Regime



We therefore propose a model, based upon the findings of our research, for increasing the commitment and satisfaction of casualised employees. Implementation of the strategies contained in the model (see figure 2) will create delight for the internal customers:

Figure 2: A Model of Factors Affecting the Commitment and Satisfaction of Casual Workers



REFERENCES

- Allan, C. (1998) 'Stabilising the Non-Standard Workforce: Managing Labour Utilisation in Private Hospitals', *Labour and Industry*, Vol. 8, No. 3, 61-76
- Blyton, P. (1992) 'Flexible Times? Recent Developments in Temporal Flexibility' *Industrial Relations Journal*, Vol. 23, No. 1, 26-36
- Boreham, P., Harley, B. and Lafferty, G. (1996) 'Machine Gaming in Queensland: A Case Study in Service Sector Employment' *International Journal of Employment Studies*, Vol. 4, No. 2, 77-94
- Boreham, P., Lafferty, G., Roan, A. & Whitehouse, G. (1996) 'Training, Careers and Numerical Flexibility: Equity Implications in Hospitality and Retailing' *Journal of Industrial Relations*, Vol. 38, No. 1, 3-21
- Bray, M. & Taylor, V. (1991) *The Other Side of Flexibility: Unions and Marginal Workers in Australia*, Australian Centre for Industrial Relations Research and Training, University of Sydney, Monograph No. 3
- Burgess, J. and Campbell, I. (1998) 'The nature and Dimensions of Precarious Employment in Australia' *Labour and Industry*, Vol. 8, No. 3, 5-22
- Campbell, I. (1996) 'Casual Employment, Labour Regulation and Australian Trade Unions', *Journal of Industrial Relations*, Vol. 38, No. 1, 571-597
- Campbell, I & Burgess, J. (1997) 'National Patterns of Temporary Employment: The Distinctive Case of Casual Employment in Australia' National Key Center in Industrial Relations, Monash University, Working Paper No. 53
- Davis-Blake, A. & Uzzi, B. (1993) 'Determinants of Employee Externalisation: A Study of Temporary workers and Independent Contractors' *Administrative Science Quarterly*, Vol. 38, June, 195-223
- Dawkins, P., (1985) *Penalty Rates and the Organisation of Working Time*, Report to the Business Council of Australia by National Institute of Labour Studies, Flinders University, Adelaide
- Dawkins, P. and Simpson, M. (1993) *Work, Leisure and the Competitiveness of Australian Industry*, Institute for Research into International Competitiveness, Discussion Paper 93
- Feldman, D. (1990) 'Reconceptualising the Nature and Consequences of Part-Time Work', *Academy of Management Review*, Vol. 15, No. 1, 103-112
- Fevre, R. (1991) 'Emerging Alternatives to Full-Time and Permanent Employment' in Brown, P. and Scase, R. (eds), *Poor Work: Disadvantage and the Division of Labour*, Open University Press, Buckingham. 55-70
- Hakim, C. (1990) 'Workforce Restructuring in Europe in the 1980's', *International Journal of Comparative Labour Law and Industrial Relations*, Vol. 5
- Horstman, B. (1998) 'Labour Flexibility Strategies and Management Style' *Journal of Industrial Relations*, Vol. 30, No. 3, 412-431
- Junor, A. (1998) 'Permanent Part-Time Work: New Family Friendly Standard or High Intensity Cheap Skills?' *Labour & Industry*, Vol. 8, No. 3, 77-96
- Kissler, G. (1994) 'The New Employment Contract' *Human Resource Management*, Vol. 34, No. 1, 194-204
- Kochan, T., Smith, S., Wells, J., & Rebitzer, J. (1994) 'Human Resource Strategies and Contingent Workers: The Case of Safety and Health in the Petrochemical Industry', *Human Resource Management*, Vol. 33, No. 1, 55-78
- Meulders, D. Plasman, O. & Plasman, R. (1994) *Atypical Employment in the EC*, Aldershot, Dartmouth
- Moskal, B. (1993) 'Company Loyalty Dies, A Victim of Neglect' *Industry Week*, March, 11-12
- Mückenberger, U. (1989) 'Non-standard forms of employment in the Federal Republic of Germany: The role and effectiveness of the State', in G. Rodgers and J. Rodgers (eds), *Precarious Jobs in Labour Market Regulation: The Growth of Atypical Employment in Western Europe*, Geneva, ILS, 267-285
- Nätti, J. (1993) 'Temporary Employment in the Nordic Countries: A "Trap" or a "Bridge"?' *Work, Employment and Society*, Vol. 7, No. 3, 451-464

- Pfeffer, J. (1994) 'Competitive Advantage Through People' *California Management Review*, Vol.36 No. 2, 9-28
- Probert, B. (1995) *Part-Time Work and Managerial Strategy: Flexibility in the New Industrial Relations Framework*, Department of Employment, Education and Training, AGPS, Canberra
- Quinn, J. & Hilmer, F. (1994) 'Strategic Outsourcing' *Sloan Management Review*, Vol. 35, No. 4, 43-55
- RCA (1995) *Annual Report of the Registered Clubs Association*
- RCA (1996) *Annual Report of the Registered Clubs Association*
- RCA (1997) *Annual Report of the Registered Clubs Association*
- RCA & LHMWU (1996) 'Survey of Employment Patterns in Registered Clubs in New South Wales - Final Report' Unpublished Report
- Romeyn, J. (1992) 'Flexible Working Time: Part-Time and Casual Employment', *Industrial Relations*, Canberra
- Simon, A., Sohal, A. & Brown, A. (1996) 'Generative and Case Study Research in Quality Management' *International Journal of Quality & Reliability Management*, Vol. 13, No. 1, 32 - 42
- Simpson, M. (1994) 'an Analysis of the Characteristics and Growth of Casual Employment in Australia 1984-1992', *West Australian Labour Market Research Centre Discussion Paper 94/5*
- The Economist (1993) 'The Death of Corporate Loyalty' April, 63-64
- Underhill, E. and Fernando, H. (1998) 'Deregulating Precarious Employment in Victoria: Trends in Employee Complaints' *Labour & Industry*, Vol. 8, No. 3, 43-60
- Walsh, J. and Deery, S. (1997) 'Understanding the Peripheral Workforce: An Examination of Employee Diversity in the Service Sector' Department of Management and Industrial Relations, Working Paper No. 112. University of Melbourne
- Weller, S. & Cussen, J. (1996) 'Casual Employment in Manufacturing', Department of Geography Environmental Studies, University of Melbourne, mimeo
- Whitehouse, G., Boreham, P. & Lafferty, G. (1997) 'From Casual to Permanent Part-Time? Non-Standard Employment in Retail and Hospitality' *Labour & Industry*, Vol. 8, No. 2, 33-48
- Williams, G. (1994) 'Freedom, flexibility, but no security' *Sydney Morning Herald*, September 29, 39-41

DEPARTMENT OF MANAGEMENT 2001 WORKING PAPER SERIES

- 1/01 Amy Wong & Amrik Sohal "Customer-Salesperson Relationships: The Effects of Trust and Commitment on Relationship Quality" (January, pp. 18).
- 2/01 Amy Wong & Amrik Sohal "On Service Quality, Service Quality Dimensions and Customer Loyalty" (January, pp. 22).
- 3/01 Ken Coghill & Sonja Petrovic-Lazarevic "Self-organisation of the Community: Democratic Republic or Anarchic Utopia" (January, pp. 10).
- 4/01 Darren N. Hanson & James C. Sarros "Outsourcing: An Historical Perspective" (January, pp. 7).
- 5/01 Elizabeth Prior Jonson "Paternalism and Corporate Responsibility" (January, pp. 10).
- 6/01 Richard Cooney "Autonomous and Empowered Team Work in the Australian Motor Vehicle Industry" (January, pp. 17).
- 7/01 Cornelis Reiman & Edoardo Zambruno "The Ethnic Wage Gap in Australia – when Accounting for Linked Employer-Employee Data" (February, pp. 22).
- 8/01 Helen De Cieri, Julie Wolfram Cox & Marilyn S. Fenwick. "Think Global, Act Local: from Naïve Comparison to Critical Participation in the Teaching of Strategic International Human Resource Management" (February, pp. 11).
- 9/01 Helen De Cieri & Mara Otekalns "Workforce Diversity in Australia: Challenges and Strategies for Diversity Management" (February, pp. 14).
- 10/01 Marilyn Fenwick & Helen De Cieri "Performance Management: Linking Strategy and Human Resources" (February, pp. 11).
- 11/01 Alison M Dean & Christopher Kiu "Performance Monitoring and Quality Outcomes in Contracted Services: An Exploratory Study" (February, pp. 10).
- 12/01 Clarence L W Reser & James Sarros "The Future of Leadership Research" (February, pp. 8).
- 13/01 Brendan Shaw & Owen Hughes "Exports, Export Culture and the Australian Economy" (March, pp. 14).
- 14/01 Marjorie A Jerrard "The Roman Public Building Industry: Challenging the Terminology and Application of Post-Fordism" (March, pp. 13).
- 15/01 Nick Wailes & Gaby Ramia "Globalisation, Institutions and Interests: An Integrated Framework for Comparing Industrial Relations Reform in Australia and New Zealand" (March, pp.15).
- 16/01 Michelle R. Greenwood "Community as a Stakeholder in Corporate Social and Environmental Reporting" (March, pp. 16).
- 17/01 Owen Cope & Dianne Waddell "Leading Change in E-Commerce" (March, pp. 12).
- 18/01 Susan Blacklow & Dianne Waddell "Resistance: An Impediment to Integrating Environmental Principles?" (March, pp.12).
- 19/01 Brendan Barrett & Dianne Waddell "Quality Culture and its Impact on Quality Performance" (May, pp. 8).
- 20/01 Glennis Hanley "Union Effectiveness: It Ain't Watcha Do – It's The Way That You Do It – That's What Gets Results" (May, pp. 10).
- 21/01 Tui McKeown "The Marginalised and Vulnerable within the Professional Contractor Workforce" (May, pp. 11).
- 22/01 Phyllis Tharenou "Does Training Improve Organizational Effectiveness? A Review of the Evidence" (May, pp. 19).
- 23/01 Ron Edwards "Foreign Direct Investment: One Element of Corporate Strategy" (May, pp. 15).
- 24/01 Warwick Frost "Strategies for Effective Tourist Data Collection for Small Regional Areas: A Case Study of the Echuca-Moama Tourism Study" (May, pp. 11).
- 25/01 Cherie J Zhu & Peter J Dowling "Reforms In Ownership Structure And Its Impact On Human Resource Practices In China: Implications For International Business" (May, pp. 20).
- 26/01 Sonja Petrovic-Lazarevic "Electronic Business Culture Ethical Dilemmas" (May, pp. 9).
- 27/01 Judith Rich & Julian Teicher "Testing Efficiency Wage Theory: The Views of Actual Market Participants" (May, pp. 21).
- 28/01 André Spicer, John Selsky & Julian Teicher "Conflict and Collaboration in the 1998 Melbourne Port Labour Dispute: The Role of Discourses in Domain Evolution" (May, pp. 27).
- 29/01 Xin Yu, Betty Weiler & Sam Ham "Intercultural Communication and Mediation: A Framework for Analysing Intercultural Competence of Chinese Tour Guides" (May, pp. 11).
- 30/01 Paula Darvas, Carol Fox & William Howard "Trade Union Finance: Lacunae in Regulation" (May, pp. 18).
- 31/01 E. Anne Bardoel, Phyllis Tharenou & Simon Moss "Work-Family Practices and Accommodating Work-Family Workplaces: A Combined Institutional and Resource Theory Explanation" (June, pp. 28).
- 32/01 Shams-ur Rahman & Amrik S Sohal "A Review and Classification of Total Quality Management Research in Australia and an Agenda for Future Research" (June, pp. 22).
- 33/01 Amrik S Sohal, Robert Millen & Simon Moss "A Comparison of the use of Third Party Logistics Services by Australian Firms between 1995 and 1999" (June, pp. 11).
- 34/01 Phyllis Tharenou "Undertaking International Work Overseas and at Home: Why are Alumni Willing?" (June, pp. 25).

2001 WORKING PAPER SERIES

- 35/01 Phyllis Tharenou & Edoardo Zambruno "Are the links between Mentoring and Career Advancement Different for Women and Men" (June, pp. 16).
- 36/01 Sonja Petrovic-Lazarevic "Ethical Dilemma in Defining the role of Chief Information Officer" (June, pp.9).
- 37/01 M Sadiq Sohail & Amrik Sohal "The use of Third Party Logistics Services: a Malaysian Perspective" (July, pp.12).
- 38/01 Mary Anderson "Cross-Cultural Communication in the Global Classroom: Issues and Implications" (July, pp.9).
- 39/01 Phyllis Tharenou "The Relationship of Training Motivation to Participation in Training and Development" (July, pp. 21).
- 40/01 Sonja Petrovic-Lazarevic, Ken Coghill & Ajith Abraham "Neuro-Fuzzy Support of Knowledge Management in Social Regulation" (July, pp. 12).
- 41/01 Diannah S Lowry & Alan Simon "Creating Internal Customer Delight: Towards Improved Employment Practices for Casual Workers in the Registered Clubs Industry of New South Wales, Australia" (July, pp. 14).
- 42/01 Jan Schapper "A Psychodynamic Perspective of Electronic Selection and Recruitment or does Monster.Com Byte?" (July, pp.10).

DEPARTMENT OF MANAGEMENT

2000 WORKING PAPER SERIES

- 1/00 Amy Wong. "The Role of Relationship Strength in the Formation of the Customer-Contact Employee Relationship" (January, pp.26).
- 2/00 Paul Kalfadellis & Loong Wong "Labour of Burden: An Analysis of Occupational Change – The Domestic Worker (January, pp. 9).
- 3/00 Marjorie Jerrard "Organisation of the Roman Clothing and Textile Industry: Skill, Occupation, and the Gender-segmented Workforce" (January, pp. 11).
- 4/00 Marjorie Jerrard "Formation to Arbitration" – The Early Years of the Queensland Branch of the Australasian Meat Industry Employees' Union 1889-1918" (January, pp. 14).
- 5/00 Jacintha Tan & Damian Morgan "Quality in Australian Tourism Education: Educator and Professional Views" (January, pp. 15).
- 6/00 Betty Weiler & Sam H Ham "Training Ecotour Guides in Developing Countries: Lessons Learned from Panama's First Guides Course" (January, pp. 9).
- 7/00 Rosemary Black, Sam Ham & Betty Weiler "Ecotour Guide Training in Less Developed Countries: Some Research Directions for the 21st Century" (January, pp. 12).
- 8/00 Jacintha Tan & Damian Morgan "Tourism Education: Views from Educator and the Tourism Industry" (January, pp.8).
- 9/00 Warwick Frost "Ecotourism and Rainforests" (February, pp.13).
- 10/00 Glenice J. Wood & Margaret Lindorff "Sex Differences in Managers' Explanations for Career Progress: A Test of Social Role Theory" (February, pp.15).
- 11/00 Yi-Ting Yu & Alison Dean "Including Emotions in Customer Satisfaction Measurement: a new Perspective on Loyalty" (March, pp.11).
- 12/00 Dianne Waddell & David Mallen "The Future for Quality Managers" (March, pp.13).
- 13/00 Di Waddell & Deb Stewart "Training and Management Development of Quality Managers" (March, pp.12).
- 14/00 Geraldine Khachan & Cornelis Reiman "Australia's Relationship with the Middle East – A Trade Perspective" (March, pp.16).
- 15/00 Lim Hong Hai, Ali Haidar & Len Pullin "Managerial Values of Penang Island Municipal Council Officers: A Preliminary Report" (March, pp.11).
- 16/00 Alison M. Dean & Dr. Milé Terziovski "Quality Practices and Customer/Supplier Management in Australian Service Organisations: Untapped Potential" (March, pp.12).
- 17/00 Sarah Germaine Grant, Sonja Petrovic-Lazarevic & Mike Berrell "Significance of Recognition of Australian and Singaporean Cross-Cultural Differences in the Decision-Making Process" (April, 15.pp).
- 18/00 Michelle R. Greenwood "The Study of Business Ethics: A Case for Dr. Seuss" (April, 9.pp).
- 19/00 Bernadine Van Gramberg & Julian Teicher "Exploring Managerialism in Victorian Local Government" (April, pp.13).
- 20/00 Jan Schapper "Value Dissonance: A Case of the Psychodynamics of Organisational Identity" (April, pp.15).
- 21/00 Alison M. Dean "Issues Inherent in Measuring and Monitoring Quality in Contracted Services" (April, pp.16)
- 22/00 Damien Power & Amrik S. Sohal "An Empirical Study of Human Resource Management Strategies and Practices in Australian Just-in-Time Environments" (April, pp.11).
- 23/00 Amrik S. Sohal & Mile Terziovski "Continuous Improvement Process Teams (CIP Teams) and Corrective Action Teams (CATs) at Varian Australia" (April, pp. 8).
- 24/00 Damien Power & Amrik S. Sohal "Human Resource Management Strategies and Practices in Just-in-Time Environments: Australian Case Study Evidence" (April, pp. 23).
- 25/00 Cherie Jihua Zhu & Peter J. Dowling "Changes in the Role of Government in Human Resource Practices in China: Implications for Multinational Corporations" (April, pp. 14).
- 26/00 Ruth Barton & Julian Teicher "A Labor Government's Different than the Current Government" Telstra, Neo-Liberalism and Industrial Relations" (April, pp.17).
- 27/00 Owen E Hughes "New Public Management: A Parliamentary Perspective" (April, pp. 13).
- 28/00 Tui McKeown "Why do Professionals become Contractors?" (May, pp. 13).
- 29/00 Deb Stewart & Dianne Waddell "Quality Managers: Are their Personal and Professional Development Needs being fulfilled?" (May, pp. 6).

2000 WORKING PAPER SERIES

- 30/00 Yvette Reisinger & Lindsay Turner "Cultural Differences between Mandarin Speaking Tourists and Australian Hosts and their impact on Cross-Cultural Tourist-Host Interaction" (May, pp. 21).
- 31/00 Yvette Reisinger & Lindsay Turner "A Cultural Analysis of Japanese Tourists: Challenges for Tourism Marketers" (May, pp. 22).
- 32/00 Yvette Reisinger & Lindsay Turner "Japanese Tourism Satisfaction: Gold Coast Versus Hawaii" (May, pp. 20).
- 33/00 Yvette Reisinger & Lindsay Turner "Asian and Western Cultural Differences: The New Challenge for Tourism Marketplaces" (May, pp.17). (Reissued June, 2000)
- 34/00 Yvette Reisinger & Lindsay Turner "Tourist Satisfaction with Hosts: A Cultural Approach Comparing Thai Tourists and Australian Hosts" (June, pp.16).
- 35/00 Yvette Reisinger & Lindsay Turner "Structural Equation Modeling with Lisrel: Application in Tourism" (June, pp.29).
- 36/00 Helen De Cieri & Peter J. Dowling "Convergence and Divergence: Central Concepts in Strategic Human Resource Management and Marketing in an International Context" (June, pp.15).
- 37/00 Michelle R Greenwood "The Importance of Stakeholders According to Business Leaders" (June, pp.13).
- 38/00 Phyllis Tharenou "Consequences of Mentoring on Career Advancement: Does Protégé Gender Make a Difference" (June, pp.16).
- 39/00 Simon Moss, Tim Haslett & Charles Osborne "Bulls and Bears in the car park: An Application of Stock Market and Local Rule Theory to the Behaviour of Shoppers" (October, pp.10).
- 40/00 Warwick Frost "Golden Anniversaries: Tourism and the 150th Anniversary of the Gold Rushes in California and Victoria Festivals" (October, pp.10).
- 41/00 Sonja Petrovic-Lazarevic & Milé Terziovski "The Effects of Human Resources Management on Transitional Companies in the Globalisation System" (October, pp.8).
- 42/00 Amanda Pyman, Julian Teicher & Glennis Hanley "The Impact of the Workplace Relations Act 1996 (Cth.) – The Views of Five Australian Trade Unions" (October, pp.11).
- 43/00 Margaret Lindorff & Michael Barnett "Gender Differences in Work Values: Testing Alternative Explanations" (October, pp.7).
- 44/00 Margaret Lindorff "Gender, Social Support, and Strain: What is Helpful to Whom?" (October, pp.19).
- 45/00 Tim Haslett & Marvin Oka "Using VSM to Integrate SD Modelling into an Organisation Context" (October, pp.6).
- 46/00 Beverly Walker & Tim Haslett "System Dynamics and Action Research in Aged Care" (October, pp.11).
- 47/00 Beverly C. Walker & Tim Haslett "The Dynamics of Local Rules in Hospital Admission Processes" (October, pp.8).
- 48/00 Tim Haslett, Gerard Moylan & Peter McKee "A System Dynamics Analysis of the Victorian Workcover Authority Insurer Scheme" (October, pp.5).
- 49/00 Melanie Bryant "New Management and Old Employees: The Implications of Group Differentiation on Employment Relations" (October, pp.9).
- 50/00 Julie Wolfram Cox "Remembrance of Things Past? Change, Development, and Paternalism" (October, pp.18).
- 51/00 Julie Wolfram Cox & Stella Minahan "Crafting Organisation" (October, pp.33).
- 52/00 Vaughan Reimers & Val Clulow "Is Retail Compatibility a Natural Phenomenon?: A Comparison of Store Compatibility in Planned and Unplanned Retail Centres" (October, pp.11).
- 53/00 Vaughan Reimers & Val Clulow "Convenience for the Car-Borne Shopper: A Comparison of Access and Parking in Planned and Unplanned Retail Centres" (October, pp.15).
- 54/00 Vaughan Reimers & Val Clulow "Downtown Shopping: Is it Worth the Time and Effort?" (October, pp.8).
- 55/00 Vaughan Reimers & Val Clulow "The Unplanned Retail Centre: Is it Designed for Convenience?" (October, pp.10).
- 56/00 Susan Hinton & Jan Schapper "Jobs.Com: Recruiting on the Net – A Critical Analysis of E-Cruitment" (October, pp.16).
- 57/00 Susan Hinton "Different and Always Lacking: The Discursive Construction of the 'Male Benchmark' Work Organisations" (October, pp.11).
- 58/00 Glennis Hanley "Union Satisfaction: An Australian Perspective" (October, pp.15).
- 59/00 Vaughan Reimers & Val Clulow "What is Retail Centre Convenience? A Model for the 21st Century" (October, pp.14).
- 60/00 Vaughan Reimers & Val Clulow "The Composition of Retail Centres: The Key to Competitive Advantage?" (October, pp.19).

2000 WORKING PAPER SERIES

- 61/00 Vaughan Reimers & Val Clulow "Retail Concentration: A Comparison of Spatial Convenience in Planned and Un-planned Centres" (October, pp.17).
- 62/00 Vaughan Reimers & Val Clulow "Shopping and Convenience: A Model for Retail Centres" (October, pp.6).
- 63/00 Glennis Hanley "Union Satisfaction: An Australian Perspective" (November, pp.15).
- 64/00 Glennis M. Hanley "Union Amalgamations: Motivation, Barriers, Risks, and Benefits" (November, pp.12).
- 65/00 Jeffrey J McLean "From Fragmentation to Integration: Towards an Integrated Model of Knowledge Management and Organisational Learning" (November, pp.12).
- 66/00 Mike Berrell & Marianne Gloet "The Third Culture: Organisational Learning in International Joint Ventures" (November, pp.7).
- 67/00 Jeff Wrathall & Mike Berrell "Management Development in China" (November, pp.8).
- 68/00 Peter Mrkic & Julian Teicher "Teams and Innovation: A Case Study of an Australian Automotive Components Manufacturer" (November, pp.18).
- 69/00 Owen Hughes & Deirdre O'Neill "Public Management Reform: Some Lessons from the Antipodes" (November, pp.11).
- 70/00 Savo Kovacevic, Dr. Peter D. Steane & Associate Professor James C. Sarros "Managerial Remuneration in Australian Welfare Organisations" (November, pp.17).
- 71/00 Linda McGuire "Service Charters – Global Convergence or National Divergence? A Comparison of Initiatives in Australia, the United Kingdom and the United States" (November, pp.33).
- 72/00 E. Anne Bardoel, Phyllis Tharenou & Douglas Ristov "The Changing Composition of the Australian Workforce Relevant to Work-Family Issues" (November, pp.21).
- 73/00 Richard Winter & James Sarros "The Academic Work Environment in Australian Universities: A Motivating Place to Work?" (November, pp.12).
- 74/00 Warwick Frost "Teaching Economics to Non-Economics Students: A Case Study of Tourism and Hospitality Economics" (November, pp.8).
- 75/00 Peter J. Bruce & Judy H. Gray "Is Experience the Key to Effective Decision Making in an Australian Airline's Operations Control Centre?" (November, pp.8).
- 76/00 Liam F. Page & Jeffrey J. McLean "Knowledge and Learning in Electronically Enabled Environments" (November, pp.11).
- 77/00 Mary Anderson "Leadership in Higher Education; Are Substitutes for Leadership a Reality or a Reason?" (November, pp.8).
- 78/00 Dawn Loh, Jeff Wrathall & Jan Schapper "The Maslow Revival: Maslow's Hierarchy of Needs as a Motivational Theory" (November, pp.30).
- 79/00 Dawn Loh, Jeff Wrathall & Jan Schapper "The Individuals in Mao's Collective Kingdom: A Study of Motivational Needs of PRC State – Enterprise Employees" (November, pp.28).
- 80/00 Damian Morgan & Martin Fluker "Accidents in the Adventure Tourism Industry: Causes, Consequences, and Crisis Management" (November, pp.14).
- 81/00 Clarence L.W. Reser & James C. Sarros "The Origins of Leadership" (November, pp.6).
- 82/00 Sonja Petrovic-Lazarevic "Quality Assurance in Design, Construction and Building Maintenance as the Imperative of a Global Market Economy" (November, pp.6).
- 83/00 Jill McLean & Margaret Lindorff "Work-Family Balance Among Dual-Career Parents: Defining the Desirable" (November, pp.11).
- 84/00 Lyn McDonald & Charmine EJ Härtel "Applying the Involvement Construct to Organisational Crises" (November, pp.8).
- 85/00 Lyn McDonald & Charmine EJ Härtel "Consumer-Preferred Company Responses Following a Crisis: The Importance of Taking Responsibility" (November, pp.15).
- 86/00 Charmine EJ Härtel, Chia-Fang A Hsu & Maree V Boyle "Buffers and Aggravators in the Emotion Labor, Emotional Dissonance, Emotional Exhaustion Sequene in Service Work" (November, pp.26).
- 87/00 Oluremi B Ayoko & Charmine Härtel "Culturally Heterogeneous Workgroups: The Effects of Leader Behaviors and Attitudes on Conflict and its Relationship to Task and Social Outcomes" (November, pp.19).
- 88/00 Phil Hay & Charmine Härtel "Managing Change and Resistance to Change: A Theoretical Guide for Practitioners and Researchers" (November, pp.16).
- 89/00 Oluremi B Ayoko & Charmine Härtel "The Role of Emotion and Emotion Management in Destructive and Productive Conflict in Culturally Heterogeneous Workgroups" (November, pp.17).
- 90/00 Janice M Paterson & Charmine Härtel "Explaining Employees' Responses to Large Scale Organizational Change: An Integrated Model of Key Affective and Cognitive Factors" (November, pp.15).

2000 WORKING PAPER SERIES

- 91/00 Terry Andrew Siutryk "An Introduction to Business Continuity Planning" (November, pp.11).
- 92/00 Clarence L W Reser & James C Sarros "The Practical Utility of Leadership" (November, pp.14).
- 93/00 Clarence L W Reser & James C Sarros "The Concept of Leadership" (December, pp.14).
- 94/00 Michelle R Greenwood "Ethics, Stakeholders and HRM: A Review and Conceptual Analysis" (December, pp.18.)
- 95/00 Judy Gray "A New Measure of Entrepreneurial Decision-Making Style" (December, pp.15).
- 96/00 Julian Teicher, Bernadine Van Gramberg & Peter Holland "Outsourcing in Australia and the Trade Union Response: Electricity Generation in Victoria" (December, pp.21).
- 97/00 Phyllis Tharenou "Gender Differences in Explanations for Relocating or Changing Organizations for Advancement" (December, pp.18).
- 98/00 Peter Townsend & Len Cairns "Ethnoconsumerism in Tourism, the need for Ethnocapability" (December 2000, pp.13).
- 99/00 Peter Townsend & Len Cairns "Ethnoconsumerism and Ethnocapability: An evolution of Typologies in Relationship Marketing" (December, pp.13).
- 100/00 Warwick Frost "Migrants and Technological Transfer: Chinese Farming in Australia, 1850-1920" (December, pp.14).
- 101/00 Kevin B Lowe, John Milliman, Helel De Cieri & Peter J. Dowling "International Compensation Practices: A Ten-Country Comparative Analysis" (December, pp.31).
- 102/00 Sam H. Ham & Betty Weiler "Six Principles for Tour Guide Training and Sustainable Development in Developing Countries" (December, pp.11).
- 103/00 Julian Teicher, Bernadine Van Gramberg & Peter Holland "Outsourcing in Electricity Generation and Union Responses" (December, pp.12).
- 104/00 Len Pullin, Ali Haidar & Gerry Griffin "Trade Unions and Industrial Restructuring: A Regional Case Study" (December, pp 16).