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Job Roles And Experience in Comprehending the Mechanics of Employment Contracts in Multinational Corporations

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Abstract

Purpose – In today's international business climate, several factors, including labor market dynamics, influence employment contracts in multinational corporations (MNCs). Understanding these factors is essential to comprehending how multinational corporations (MNCs) construct personnel agreements. This study aims to identify the key factors that influence the type of employment contracts workers at multinational corporations (MNCs) execute.

Design/methodology/approach – This study utilizes a quantitative research design, gathering data through standardized questionnaires administered to 252 employees from multinational corporations in India and internationally, selected through simple random sampling to assure diverse representation. We employed multinomial logistic regression to examine the determinants affecting work contracts. We conducted all statistical studies using SPSS to ensure precise and thorough results.

Findings – The model indicates that job role is the primary determinant in forecasting an employee's possession of a permanent contract, with managerial positions exhibiting the greatest probability of obtaining long-term employment. Experience is also a contributing factor, especially for employees with 0–2 years of tenure. Nevertheless, the amount of education did not exert a statistically significant influence on the type of contract.

Originality/value – The study shows how job responsibilities, education, and experience affect MNC employment contracts, providing HR advice on recruiting and retention and contributing to workforce flexibility research.

Keywords Career, Contract, Employment, Skills, Multinationals, Satisfaction **Papertype** Research paper

Introduction

In today's interconnected world, MNCs influence regional employment trends and employee happiness. Understanding multinational firm work contract factors is crucial for company performance and employee well-being. MNC employees have distinct employment contracts, which this study will identify. Organizational regulations, cultural differences, and role details may influence the contracts of multinational firms. Psychological contract fulfillment (PCF) boosts job happiness and career progress for MNC expats. Expats employed by large IT companies discovered that PCF enhances their job and career satisfaction, while MNC affiliation diminishes this impact (Ruiter et al., 2018). This implies that when multinational businesses (MNCs) fulfill their commitments to workers, they feel more connected to the company, which enhances their job satisfaction and advancement. The relationship between professional skills and job satisfaction is also important. Better career options and intrinsic rewards boost job satisfaction for skilled workers. The same study found that intrinsic career success, which is linked to job happiness, strongly influences employees' inclinations to stay (Callea *et al*., 2016). This highlights the need to create a conducive atmosphere for talent development and regulate psychological contracts within MNCs. However, because of its substantial impact on both morale and output in the workplace, job satisfaction has been the subject of extensive study since the turn of the century (Vrontis *et al*., 2019). Satisfaction is the response to the discrepancy between the two inquiries: "What is the quantity?" and "What is the appropriate quantity?" (Wanous and Lawler, 1972). How a person views the relationship between their professional goals and the actual benefits or challenges they face on the job influences their level of job satisfaction (Locke, 1969). It is a reflection of the employees' attitudes about the company from their many perspectives and is defined as a pleasant or positive emotional state that arises from an evaluation of one's job or experiences (Antonacopoulou, 2000). Companies can't thrive without satisfied workers, who also happen to be their most valuable asset (Ngo *et al*., 2009). Any company's bottom line would benefit from taking the time

to learn about and improve workers' levels of job satisfaction (Vansteenkiste *et al*., 2007). In today's competitive corporate climate, human resources serve as the primary motivators, underscoring the importance of employee satisfaction.

Literature review

Employer Perspectives on Contractual Dynamics

Organizational structure, social relations, and employee obligations all play a role in how employers function. Additionally, each market area has its own web of interconnected businesses. A mix of deliberate compliance with rules set by society and law and highly contextualized individual decision-making can explain their actions. Heugens and Lander (2009) have described this behavioral interaction as "agency within structure". The possible negative aspects of flexible contracts relate primarily to interpersonal dynamics, whereas the positive aspects, as we will see later on, are mostly economic in character. Employers and younger workers alike may be vulnerable to the long-term effects of more flexible work arrangements. It is reasonable to assume that businesses will discuss their experiences with flexible employment contracts in terms of the trade-offs that resulted from considering the organization's immediate and future demands as well as any opportunities presented by the market. Some argue that businesses gain numerical flexibility—the capacity to swiftly scale up or down staff in response to market demands—through the usage of flexible employment contracts (Atkinson, 1984). Another application for flexible contracts is to give new hires more time to prove themselves before committing to a permanent position (Houseman, 2001). Businesses' preference for flexible contracts also depends on the level of specialization required for a profession (Remery *et al*., 2002). Flexible contracts are more appealing when specific knowledge and abilities are not required and training periods are short. The term "maintaining flexibility" has entered the lexicon of business jargon as a solution to numerous problems involving adaptability to customer demands and administrative (financial) oversight (Mackintosh, 2000). The 'flexible firm' employment model distinguishes between 'core group' occupations, directly linked to an organization's permanent activities, and 'peripheral group' jobs, unrelated to core responsibilities. Expanding the organization's peripherals is possible as markets increase. These newly created peripheral occupations will vanish whenever growth slows down. So, compared to those on the periphery, workers in the core group have more job and income security. Theoretical studies on organizational behavior can provide insight into the potential drawbacks of flexible contracts for employers. There is more than just a "contract" between an employer and employee in a work setting; there is also a "psychological contract" that exists between the two parties (Rousseau *et al*., 2018). Social trust and reciprocal expectations rooted in past work experiences and organizational custom comprise this psychological contract. The quality of a psychological contract significantly influences the social dynamic between an employee and their employer. The working connection deteriorates when expectations are either not fulfilled or are willfully neglected, thereby breaking this implicit contract. When it comes to the future of the employment relationship, flexible contracts don't offer much clarity. The employee and employer may be confused about their expected investments, which can lower trust. This muddle also leaves space for opportunistic, self-serving behavior (Cropanzano *et al*., 2017). Given that employers typically examine the pros and cons of flexible employment contracts when making their selections, both individual factors and organizational context play a role in this evaluation (Pulignano *et al*., 2020). However, there are few real-world examples of the factors considered during this decision-making process. We anticipate that particular national regulations on flexible employment and the widening power gap between companies and employees will continue to produce unfavorable results for younger workers and (local) labor markets (Yates and Clark, 2021). Nevertheless, the role that businesses see themselves playing in this social shift is still not quite obvious.

H1 : Job roles, Experience levels, and Education, significantly influence the type of employment contracts.

The Role of Professional Development Opportunities

In the context of employment, "professional development opportunity" usually means access to resources that can help workers hone their skills over time (Narseen and Odhiambo, 2018). Leadership style, career advancement chances, work climate, and organizational fairness are some of the aspects that might impact professional development (Firdinata and Hendriyani, 2018). There are a variety of approaches that organizations can take to help their employees advance professionally; they include career development programs, staff development initiatives, and professional learning opportunities (Madukoma *et al*., 2014). At the organizational level of career management, there exist chances for professional development, which encompass actions that contribute to an individual's continued success and advancement within the organization. Organizational initiatives that foster professional advancement, such as training programs and succession planning, fall under this category (Baruch, 1996). Opportunities for professional development come in many forms, and it can be confusing to sort through them all. Enhancing an employee's skill set or providing them with further inspiration would be the primary goals of any professional development program. Most chances for professional growth

will focus on either expanding one's skill set or helping one establish and reach specific career objectives (Sgroi, 2015). Tuition reimbursement programs and other opportunities for employees to further their knowledge and expertise in their current positions are excellent examples of professional development opportunities. One further example would be a well-designed company development program that helps workers grow professionally while simultaneously fostering a shared sense of purpose and identity among workers (Kerdngern and Thanitbenjasith, 2015). One more way to advance one's career is to take part in relevant events, seminars, or conferences. Better understanding, communication, and trust among team members, as well as increased job satisfaction, are all benefits that organizations may get from team-building chances (Misra and Srivastava, 2018). An organization's culture and beliefs can be embodied by its future leaders through these internal initiatives, which seek out talent from inside and nurture it into a powerful leader (Meister, 1998). All possibilities for professional development, regardless of their exact structure, aim to help individuals and organizations succeed. Workers who aren't given the chance to learn new things that are relevant to their jobs aren't going to be able to do their jobs well (Asfaw *et al*., 2015). Employees can improve their performance and the organization's production by taking advantage of these growth chances to learn new skills, gain experience, take on greater responsibility, and build a sense of autonomy in their work. Businesses and their employees both benefit from well-structured professional development opportunities because they help workers learn more, become more invested in the company's mission, and assimilate into the company's culture (Asfaw *et al*., 2015).

Research Methodology

Data Collection

The above goals are examined using a quantitative research strategy in this study. Information was gathered by means of standardized questionnaires that were sent out to workers of MNCs in India and other international locations. Employees' socio-demographic profile and the nature of their employment contracts were the primary foci of the questionnaire. To ensure a wider reach, the surveys were sent electronically through sites that made them easy for participants to access.

Sampling Method

A diversified sample of 252 employees from MNCs was selected using a simple random sampling procedure. With this method, we aimed to reduce the possibility of bias and provide each member of the target population a fair shot at being chosen. In order to provide a complete picture of the employment dynamics within MNCs, the sample comprised personnel from different departments, degrees of seniority, and locations.

Methodology Used

Utilizing multinomial logistic regression analysis, the study was able to accomplish its purpose of finding critical determinants impacting employment contracts. Using this statistical method, we can look at how different types of work contracts relate to one another, as well as to other independent factors like years of experience, job roles, and education levels. This method works well for figuring out why workers in multinational corporations have a variety of contracts.

Statistical Software

All analyses were conducted using statistical software SPSS, which provided the necessary tools for executing the multinomial logistic regression and canonical correlation analysis.

Limitations

Potential limitations include self-report bias, as responses may be influenced by personal perceptions of job satisfaction and skills. Additionally, cultural differences between employees in different countries may impact the results

Results and Discussion

Table I : Case Processing Summary

Case Processing Summary			
		N	Marginal Percentage
Type of Contract	Permanent	89	35.3%
	Temporary	85	33.7%
	Contractual	78	31.0%
Education Level	High School	73	29.0%
	UG	100	39.7%
	PG	79	31.3%
Job Role	Technical	81	32.1%
	Managerial	89	35.3%
	Support Staff	82	32.5%
Year of Experience	0-2 years	83	32.9%
	3-5 years	86	34.1%
	Above 6 years	83	32.9%
Valid		252	100.0%
Missing		0	
Total		252	
Subpopulation		27[a]	
a. The dependent variable has only one value observed in 1 (3.7%) subpopulations.			

In terms of employment contracts, the distribution reveals that 35.3% of respondents are on permanent contracts, indicating a preference for job stability within the organization. This suggests that many employees may value long-term employment and the associated benefits, such as job security and career advancement opportunities. Conversely, 33.7% are on temporary contracts, reflecting a significant reliance on short-term employment arrangements that can provide flexibility for both employees and employers. Additionally, 31.0% of employees are on contractual agreements, further emphasizing the diversity of employment types within the workforce. This variation could point to strategic staffing practices aimed at addressing fluctuating market demands. Examining the education levels of the respondents, the largest group holds undergraduate degrees (39.7%), indicating that higher education is a common requirement for many roles within MNCs. This finding suggests a workforce that is well-educated and potentially equipped with the skills necessary for various professional tasks. Additionally, 29.0% of employees have completed only high school, which may highlight the presence of entry-level positions that do not require advanced degrees. Meanwhile, 31.3% possess postgraduate qualifications, suggesting that specialized knowledge and skills are also valued within the organization, particularly in technical or managerial roles. The job roles of the respondents further illustrate the complexity of the workforce. Managerial positions are represented by 35.3% of employees, indicating a strong emphasis on leadership and decision-making roles within the organization. This could suggest that MNCs prioritize cultivating internal leadership talent. Technical roles account for 32.1%, reflecting the importance of specialized skills in fields such as engineering, IT, or research and development. Support staff, comprising 32.5% of respondents, play a crucial role in maintaining the organization's operations, demonstrating that a wide range of functions is essential for overall success. When considering years of experience, 32.9% of respondents have 0-2 years, indicating a significant influx of new talent into the organization. This may reflect recruitment strategies aimed at bringing in fresh perspectives and innovative ideas. Meanwhile, 34.1% of employees fall within the 3-5 year experience bracket, highlighting a core group of moderately experienced professionals who may be poised for career growth and development. The remaining 32.9% have more than 6 years of experience, suggesting that the organization benefits from the stability and expertise of long-tenured employees who can provide mentorship and institutional knowledge. The subpopulation note indicates that within the overall sample of 252 employees, there is one specific subgroup that consists of only 27 respondents (3.7% of the total sample). This subpopulation is notable because it has only one value observed for the dependent variable.

Table II : Model Fitting Information

Model Fitting Information				
Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	180.637			
Final	156.365	24.272	12	.019

When compared to the intercept-only model, the final model's predictive potential is significantly higher, according to the model fitting data. Important metrics for evaluating model fit include the -2 Log Likelihood value. As a starting point without any predictor variables taken into consideration, the intercept-only model yields a value of 180.637. A -2 Log Likelihood value of 156.365 was recorded for the final model, nevertheless. This value's decline suggests that the data is better explained by the final model that includes predictors as opposed to the intercept-only model. If the final model has a lower -2 Log Likelihood, it means it fits the data better and better captures the relationships. The completed model's efficacy is further evaluated by comparing it to the intercept-only model using the likelihood ratio test. The estimated Chi-Square statistic of 24.272 indicates that the two models do not fit each other well. The number of predictors included in the final model is assessed using this statistic, which has 12 degrees of freedom. With a p-value of.019, we can say with confidence that our final model's predictors greatly increase its explanatory power, as there is a statistically significant difference between the two models. Our null hypothesis that the combined model does not outperform the intercept-only one is rejected with certainty because the p-value is less than the commonly accepted 0.05 threshold. Along with the significant Chi-Square statistic and its related p-value, the final model's huge decrease in -2 Log Likelihood further confirms that it provides a considerably better match for the data. This strengthens the analysis's validity and reliability since it shows that the chosen predictors adequately account for the dependent variable's variability.

Table III : Goodness of Fit

Goodness-of-Fit			
	Chi-Square	df	Sig.
Pearson	34.609	40	.711
Deviance	42.525	40	.363

With 40 degrees of freedom, the Pearson Chi-Square statistic is 34.609, and the corresponding p-value is.711. The strong p-value suggests that the observed and expected frequencies in the model are not significantly different. A p-value higher than 0.05 indicates that the model is a good fit for the data, suggesting that the model's assumptions are met and the data is in good agreement with the model's predictions. Additionally, there are 40 degrees of freedom in the Deviance Chi-Square statistic, which gives a p-value of.363. A p-value larger than 0.05 indicates that the model adequately fits the data, just like the Pearson Chi-Square result. That the model's predictions match up with the results lends credence to the notion that it captures the interrelationships between the variables well.

Table IV : Psuedo R-Square

Pseudo R-Square	
Cox and Snell	.092
Nagelkerke	.103
McFadden	.044

This number indicates that the independent variables in the model explain around 9.2% of the dependent variable's variability. Although there is some explanatory power, it is minimal, thus other factors that were not considered in the model could have a substantial impact on the result. To make the Cox and Snell value more comprehensible, the Nagelkerke R-Square scales it to the whole 0–1 range. With a value of 0.103, the model successfully accounts for approximately 10.3% of the variation in the dependent variable. Although the model does account for some variability, this improvement over the Cox and Snell statistic shows that there is still a lot of space for other factors to explain the data. With a McFadden R-Square of 0.044, the model provides an explanation for about 4.4% of the variation in the dependent variable. Among the three pseudo R-squares, this one is the lowest, suggesting that the model can only explain a subset of the data.

Table V : Likelihood Ratio Tests

Likelihood Ratio Tests				
Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	156.365[a]	.000	0	.
EducationLevel	161.859	5.494	4	.240
JobRole	170.531	14.165	4	.007
Experience	162.261	5.896	4	.207
The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.				
a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.				

With just the intercept, the -2 Log Likelihood comes out to 156.365. The lack of predictors in this model results in a Chi-Square value of.000 and no degrees of freedom (df = 0). This proves that taking the intercept into account alone has no effect on the model. The simplified model, which does not include the influence of education level, has a -2 Log Likelihood of 161.859. Using a significance level of.240 and 4 degrees of freedom, the Chi-Square statistic for this comparison is 5.494. A p-value larger than 0.05 indicates that the Education Level does not provide a statistically significant contribution to the model; hence, there is no discernible loss of fit when this factor is excluded. An analysis was conducted using a Chi-Square statistic of 14.165 with 4 degrees of freedom and a significance level of.007. The simplified model without Job Role had a -2 Log Likelihood of 170.531. Because the p-value is smaller than 0.05, we may conclude that Job Role is a significant model contributor. The removal of Job Role would result in a significant loss of fit, indicating that its inclusion is crucial for explaining the dependent variable's variability. A Chi-Square value of 5.896 with 4 degrees of freedom and a significance level of.207 was produced by the simplified model without Experience, with a -2 Log Likelihood of 162.261. Experience, like Education Level, does not add significantly to the model since the p-value is more than 0.05.

Table VI : Parameter Estimates

Parameter Estimates									
Type of Contract[a]		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
Permanent	Intercept	-1.334	.470	8.058	1	.005			
	[EducationLevel=1.00]	.210	.430	.238	1	.626	1.233	.531	2.864
	[EducationLevel=2.00]	.505	.383	1.734	1	.188	1.656	.782	3.509
	[EducationLevel=3.00]	0[b]	.	.	0	.	.	.	.
	[JobRole=1.00]	1.454	.429	11.513	1	.001	4.281	1.848	9.918
	[JobRole=2.00]	.827	.387	4.561	1	.033	2.286	1.070	4.882
	[JobRole=3.00]	0[b]	.	.	0	.	.	.	.
	[Experience=1.00]	.886	.406	4.777	1	.029	2.426	1.096	5.373
	[Experience=2.00]	.487	.403	1.458	1	.227	1.627	.738	3.588
	[Experience=3.00]	0[b]	.	.	0	.	.	.	.
Temporary	Intercept	-.573	.438	1.715	1	.190			
	[EducationLevel=1.00]	.481	.406	1.402	1	.236	1.618	.730	3.587
	[EducationLevel=2.00]	.007	.393	.000	1	.986	1.007	.466	2.174
	[EducationLevel=3.00]	0[b]	.	.	0	.	.	.	.
	[JobRole=1.00]	1.062	.414	6.564	1	.010	2.891	1.283	6.515
	[JobRole=2.00]	.270	.380	.504	1	.478	1.310	.622	2.761
	[JobRole=3.00]	0[b]	.	.	0	.	.	.	.
	[Experience=1.00]	.153	.402	.145	1	.703	1.166	.530	2.563

	[Experience=2.00]	.216	.386	.311	1	.577	1.241	.582	2.645
	[Experience=3.00]	0[b]	.	.	0	.	.	.	.
a. The reference category is: Contractual.									
b. This parameter is set to zero because it is redundant.									

To better understand the correlations between the reference category (contractual) and the predictors (education level, job role, and experience) and the two main categories of employment contracts (permanent and temporary), it is helpful to see the parameter estimates. A statistically significant intercept of -1.334 (p =.005) indicates a permanent contract. If all other factors remain the same, this indicates that being in a permanent contract has a substantially lower log-odds than being in a contractual one. There is no statistically significant difference between the reference category (education level 3, postgraduate) and Education Level 1 (high school), with a coefficient of 0.210 (p =.626). Coefficient of 0.505 (p =.188) for Education Level 2 (undergraduate) similarly indicates no significant effect on the probability of holding a permanent contract. With a coefficient of 1.454 (p =.001) and an odds ratio (Exp(B)) of 4.281, Job Role 1 (managerial) is significantly associated with the likelihood of being in a permanent contract. This indicates that, in comparison to the reference group, managers are over four times more likely to be on a permanent contract. Working under a permanent contract is more likely for those in Job Role 2 (technical), according to the odds ratio of 2.286 and the coefficient of 0.827 (p =.033), both of which indicate a strong positive correlation. There is a strong positive correlation between Level 1 Experience (0-2 years) and permanent contracts (0.886, p =.029), with an odds ratio of 2.426. Therefore, the likelihood of a permanent contract being held by an individual with 0-2 years of experience is over two times higher. A value of 0.487 (p =.227) indicates that there is no statistical significance for Experience Level 2 (3-5 years). The temporary contract does not deviate considerably from the reference category, as indicated by the non-significant intercept of -0.573 (p =.190). A coefficient of 0.481 (p =.236) indicates that there is no significant effect of Education Level 1. The second level of education does not differ significantly from the reference group in terms of the probability of holding a temporary contract (coefficient of 0.007, p =.986). With an odds ratio of 2.891 and a coefficient of 1.062 (p =.010), Job Role 1 is significantly associated with temporary contracts. Managerial staff appear to be almost three times more likely to be on a temporary contract. A non-significant coefficient of 0.270 (p =.478) is displayed by Job Role 2. A coefficient of 0.153 (p =.703) indicates that there is no significant influence of Experience Level 1. The coefficient for Level 2 of Experience is 0.216 (p =.577), also not statistically significant.

Conclusion

This study underscores the intricate dynamics affecting employment contracts in multinational corporations (MNCs), highlighting the importance of work function and experience relative to educational qualifications. The data highlight that managerial roles are more prone to obtaining permanent contracts, but early-career employees encounter distinct dynamics concerning contract kinds. The research highlights the essential connection between professional skills, psychological contract fulfillment, and job satisfaction, indicating that MNCs should focus staff development and trust-building to improve workforce stability and satisfaction. By comprehending these drivers, firms may enhance their recruitment tactics, thereby cultivating a more engaged and dedicated staff in a progressively competitive global landscape.

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