



ISSN: 2617-6548

URL: www.ijirss.com



The impact of short-term contract on employee's quality of work life in hospitality industry in Jordan

Ahmad Alrousan^{1*}, Rokaya Albdareen², Ahmad Nader AlOqaily³

^{1,2,3}*Department of Human Recourse Management, Business School, Jadara University, Irbid 21110, Jordan.*

Corresponding author: Ahmad Alrousan (Email: a.arousan@jadara.edu.jo)

Abstract

There have been many changes in work around the world, which have led to economic changes and increased global competition due to the emergence of modern and advanced technology, as well as international competition due to globalization. Many organizations use short-term contracts due to the high costs in the business world, which have affected employees' wages. This study aimed to examine the effect of short-term contracts and six unique attributes on employees' Quality of Work Life: Compensation, Working Conditions, Growth and Development Opportunities, Work-Life Balance, Social Integration, and Constitutionalism within Jordan's hospitality sector. SEM of 375 participants highlights that STCs make a stronger contribution to enhancing QoWL via Compensation and Quality of Work Life, while other dimensions reflect a low positive impact. The research also emphasizes that employers cannot entice workers away from financial and work-life incentive options with growth, inclusiveness, and fairness alone; for a holistic experience of short-term employment, both elements are needed. These insights help to piece together the puzzle concerning short-term job trends and implications for developing strategies in the hope of better Quality of Work Life outcomes specific to labor-intensive industries such as hospitality.

Keywords: Compensation, Constitutionalism, Employee well-being, Growth opportunities, Hospitality industry, Social integration, Jordan, Work-life balance.

DOI: 10.53894/ijirss.v8i1.4671

Funding: This study received no specific financial support.

History: Received: 24 December 2024/**Revised:** 3 February 2025/**Accepted:** 11 February 2025/**Published:** 14 February 2025

Copyright: © 2025 by the authors. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

Competing Interests: The authors declare that they have no competing interests.

Authors' Contributions: All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Publisher: Innovative Research Publishing

1. Introduction

Work-life quality (QoWL) has taken on increasing importance in the academic literature concerning the interaction of employee health and organizational effectiveness [1, 2]. The definition, compensation, working conditions, growth opportunities within the company, and work-life balance opportunities in every organization represent several dimensions of

essential workers that are crucial components of the quality task environmental system, which therefore influences employee satisfaction and productivity. In labor-intensive sectors such as hospitality, where the workforce is vital to service quality delivery, understanding what aspects influence QoWL is especially important. The short-term contract is a double-edged sword. On one hand, it affords businesses the flexibility to manage seasonal or cyclical demand while also offering workers varied experiences in different locations and environments. Shrestha, et al. [3] also state that short-term contracts ensure adherence to labor laws with just compensation and adequate working conditions, contributing positively to QoWL. On the other hand, Bednarowicz [4] argues that these contracts can be dangerous, increasing in-work poverty and community unemployment while reducing the provision of social services. This complexity highlights the importance of investigating short-term contracts in the Jordanian hospitality context to understand the development of QoWL. In addition, compensation and working conditions are building blocks of QoWL and always impact employee satisfaction levels. Meanwhile, in the Jordanian hospitality industry, short-term contracts can establish competitive wages for hiring skilled workers and promote wage security and happiness. However, this potential is often negated by irregular earnings and under- or non-standardized benefits, which cause frustration and insecurity [5]. Likewise, some employers may value safe and supportive work environments for casual staff, while others may not, compounding stress and lowering the quality of working life. Therefore, a systematic investigation of the effect of short-term contracts on these components in Jordan is required. As a key element of QoWL, professional growth and development provide employees with opportunities to expand their skills and advance their careers. In theory, short-term contracts can offer exposure to a range of experiences and skill sets. Despite the importance of training and career development programs to enhance competencies for any objectives that organizations wish to achieve, at an operational level, these types of programs can be more heavily skewed towards permanent staff. Clarke, et al. [6] highlight that short-term employees often receive limited access to such training. This prompts essential questions about whether short-term contracts in Jordan's hospitality sector actually promote career advancement or lead to career stagnation and dissatisfaction. While work-life balance (WLB) is an essential component of QoWL, particularly in the demanding hospitality industry, employment status in WLB has shown that short-term contracts provide the flexibility to reduce work-family conflicts and improve WLB for workers who need temporary roles or supplemental income. According to Mitra, et al. [7], flexibility helps improve QoWL by alleviating the stressors associated with work-life conflicts. However, Marôco, et al. [8] contend that WLB is compromised when workers hold onto their short-term contracts because work is unpredictable and often involves irregular schedules, triggering stress and burnout. This interesting contrast in attitudes requires a targeted investigation into how short-term contracts align with WLB expectations among Jordan's hospitality workforce.

To build an equitable and honest work culture, social integration along with constitutionalism is important in the organization. Poor QoWL of short-term employees often occurs due to their inability to integrate into the organizational culture, leading to low levels of belongingness. Shrestha, et al. [3]. Harrison, et al. [9] note that the workplace quality of temporary employees can be improved by creating inclusivity for them. Likewise, constitutionalism, or "Occupational Equity," is a safeguard for rights and respect. Yet, as Lucherini [10] points out, those with short-term contracts and less "valid" workers are especially exploited by discriminatory actions and minimal lawful protections, which can adversely affect their QoWL even more. Moreover, QoWL has a challenging yet remarkable opportunity brought on by its hospitality industry practice in Jordan, where much of their work is driven by short-term contracts. Such contracts allow for more operational flexibility and varied experiences, but at the cost of sustaining job insecurity, limited opportunities for upskilling, and lack of employee well-being. The literature yields several contrasting insights, whether as potential advantages (e.g., well-paid, flexibly determined) or disadvantages (e.g., precarity, disqualifying mechanisms) of short-term contracts. Such discrepancies highlight the importance of conducting a well-defined examination concerning how short-term contracts influence QoWL within its particular facets in the Jordanian hospitality sector. This needs to be overcome so policies and organizational practices can be established that will benefit employee well-being while ensuring the diverse operational requirements of the sector are met. Thus, one of the most widely studied employment practices across academia and practitioners is that of short-term contracts (STC), which are very commonly found in the hospitality industry. While on one hand, they give employers the ability to respond to changing market demands and provide employees with a broader range of experiences, they are also linked to higher job insecurity, lower benefits, and support at work, which suggests a potential downside for employee QoWL. Such contracts are part and parcel of the Jordanian hospitality industry, where a dynamic market hinges on seasonal demand, and flexibility is key in driving up business performance levels. The hospitality sector in Jordan is one of the main pillars of the national economy and thus operates under a great impact from the country's culture, examining both Turkish and Arab hospitality traditions along with embracing significant tourism sectors. However, it is rife with challenges, such as high employee churn and a dependent nature on short-term contracts to meet changing market needs. Though much has been said and written against short-term contracts in terms of job insecurity, there might also be certain benefits that may lead to better QoWL for the employees [11-14]. Designed in the right way, these contracts can have an effect on important aspects of QoWL such as remuneration, working conditions, opportunities for advancement, work-life balance, social integration, and constitutionalism. Understanding these impacts more in depth is crucial for the Jordanian hospitality industry that seeks to promote operational flexibility while also retaining employee satisfaction.

2. Literature Review

The literature summarized in this analysis leads to diverging indications regarding the consequences of short-term contracts. Some research highlights their capacity to provide flexibility, equitability, and labor market entry points, while other studies focus on the risks of precariousness and exclusion from mainstream society. Such a dichotomy emphasizes the need for an in-depth examination of the implications short-term contracts have on QoWL, especially in particular cultural and economic contexts such as Jordan. However, a literature review of existing research on the effects of short-term contracts

on QoWL in hospitality assesses essential areas like pay, work environment, advancement and progression opportunities, work-life balance, social inclusion, and constitutionalism.

2.1. Short Term Contract

Inevitably, ensuring organizational adaptiveness and cost efficiency is reflected in the current mass use of short-term contracts for individuals who are part of labor markets and supply chains. However, these contracts are not without trade-offs, especially concerning long-term investments, supply chain relationships, and employee relations. The discussion surrounding short-term contracts is complex, showcasing their advantages in providing timely solutions and their disadvantages for long-term sustainability. According to [Zhuang, et al. \[15\]](#), short-term contracts have the flexibility to adapt to the volatile nature of the market and changing demand, as shown in their analysis of energy storage systems. This cost-effective, flexible model of allocating resources on a short-term basis works very well. However, this adaptability typically results in short-term gains followed by longer-term losses, such as underinvestment in infrastructure and human capital ([Merckx and Chaturvedi \[16\]](#)). These contracts merely encourage buyers to leverage competition between suppliers to attain savings, while also dissuading the latter from investing in cost-reducing efforts, as they cannot be sure of repeat business in the future. The absence of a long-term commitment demonstrates an important downside of short-term contracts, especially in industries that require the development of innovation and ongoing supplier relationships [11, 17, 18].

The effectiveness of short-term contracts is also affected by behavioral dynamics. The "ratchet effect," where buyer irrationality towards unequal payoffs concerns with respect to different contract periods, was observed by [Johnsen, et al. \[19\]](#), resulting in increased rejection of short-term offers. A potential remedy to these afflictions lies in the synthesis of short-term and long-term flooring contracts. Specifically, [Sapra and Jackson \[20\]](#) investigated this dual strategy in capacity markets and found that long-term contracts allow for the development of stable relationships between suppliers, while short-term contracts can provide residual demand. Beyond operational efficiency, short-term contracts also carry market-wide economic implications. [Zhuang, et al. \[15\]](#) found that short-term contracts can serve to enhance profit and reduce resource degradation while being consistent with sustainability objectives (2024). On the other hand, [Köhler \[21\]](#) warned that short-term contracts may threaten regulatory regimes designed to improve the long-term stability of international supply chains.

Similar trade-offs with short-term contracts are demonstrated in sector-specific studies. Therefore, short-term contracts play an important role in risk mitigation due to price and demand volatilities present in the electricity markets [22]. Still, they demonstrate a fundamental instability in those kinds of contracts, which prevents long-term planning. Likewise, [Fana, et al. \[23\]](#) studied the employment effects of the COVID-19 crisis and pinpointed that dependence on temporary contracts increased precariousness in the labor market, especially amid economic shocks. These results indicate that although short-term contracts offer more flexibility in the immediate term, they tend to deepen vulnerabilities during and after crises. Moreover, short-term contracts cannot be effective without negotiation dynamics and perceptions of fairness. [Halonen-Akatwijuka and Hart \[24\]](#) posited that a hybrid of different short-term (e.g., if-then arrangements) and long-term elements (e.g., relationships with economic value over time), known as continuing contracts, could minimize renegotiation costs while enabling implicit long-term commitments. However, these contracts also restrict flexibility to respond to external market changes because fairness considerations shape decisions. The effectiveness of short-term contracts is also determined by strategic integration and innovation. In the context of IT and software development outsourcing, their findings reveal that transaction characteristics such as human asset specificity and monitoring roles drive the choice of contract type [25]. Differentiated advantages are found in the Time & Material contracts and Fixed Price contracts rationale, speaking to the importance of ensuring that corresponding contract structures align with project requirements. Similarly, [Emtehani, et al. \[26\]](#) demonstrated that revenue-sharing contracts with trade credit financing, although successful in alleviating short-term liquidity issues, do not always lead to channel coordination. In addition, [Menard and Shinton \[27\]](#) described how long-term researchers on short-term contracts at UK universities were structurally disadvantaged, unable to progress, or made to suffer inequitable treatment. In the same vein, [Missigaro and Ondiek \[28\]](#) in Tanzania reported that employees on short-term contracts faced stress and uncertainty each time their contract was due for renewal. Such work experiences are undoubtedly filled with a psychological wage but also indicate lower satisfaction for jobs considered to be short-term. Flexibility versus stability is a common theme [1, 2, 12, 14, 29]. Though this type of contract allows organizations to address pressing needs, its downsides, including discouraging long-term investments and increasing precarity, also underline the necessity for balanced approaches. These challenges can be tempered with the integration of long-term strategies and reforms to combat systemic inequities, promoting operational efficiency alongside sustainable development.

2.2. Quality of Work Life

The quality of work life (QoWL) approach represents an integrated model of well-being among employees, incorporating job satisfaction, work-life balance, and the capability to flourish in work and non-work domains. Previous studies have explored key antecedents of QoWL through the lenses of psychological contracts, emotional labor, socio-economic factors, and work-family conflicts, enabling scholars to develop a better understanding of the interaction between individual and organizational variables. As mentioned by [Kraak, et al. \[30\]](#), job challenges and the central role of PCs in fostering sustainable and quality work-related relationships are significant. The mix of an "ethics of care" with a two-way strategy reminds us that empathy and mutual respect are among the foundations for improving job satisfaction and QoWL. In contrast, their research warns that the utility of such frameworks is contingent on active enactment and critique—organizations without structural support to implement care-oriented policies will likely allow these values to go unfulfilled. This emphasizes the necessity of connecting aspirational objectives with practical applications to realize their full potential impact on enhancing QoWL. An important issue related to service industries is emotional labor, which greatly impacts

QoWL. Nauman, et al. [31] Emotional labor it is and (2024) show this process by illustrating the emotional process that exhausts the resources of workers, causing anxiety and lower job performance. Their findings suggest that holding fast to personal values, in their example an Islamic work ethic, can buffer the effect of these negative phenomena. This emphasizes both the potential of internal tools to bolster an employee's QoWL, but also that we should be looking at how we can alleviate external sources of stress so that employees rely less on resilience-inducing techniques. Work-family conflict (WFC) is one of the topical factors affecting QoWL widely in high-pressure industries. According to Duarte, et al. [32], WFC intensifies job insecurity, gradually reducing job satisfaction and QoWL among hospitality workers. Such results are consistent with wider evidence that work and family conflict needs to be addressed to promote QoWL, highlighting the importance of organizational support acting as an antecedent of such disputes. Similarly, Huang, et al. [33] regard WFC as one of the most detrimental stressors impacting psychological safety and subsequent organizational outcomes. Still, innovative HR practices are proposed to provide effective remedies. QoWL is also influenced by additional intersectional dynamics like gender and socio-economic status. For instance, Carreri, et al. [34] highlight the fact that QoWL is more negatively affected by caregiving tasks, precarious employment, and low socio-economic status, especially in times of crisis such as during the COVID-19 pandemic. This encourages reforms that address deep-seated inequalities rather than claims about a small group of people being able to do it individually through agency or resilience. QoWL in temporary and transitional work arrangements is different from others. Gan [35] highlights the contradictory nature of temporary roles, as they offer freedom and alignment with personal objectives, yet they also expose workers to challenges such as job instability and income uncertainty. These results indicate that the advantages of temporary work are not homogenous but dependent on context, and highlight the necessity for structural factors to buffer against insecurity due to temporary employment. Moreover, individual resources and organizational conditions are interrelated and influence QoWL. This is demonstrated in the work of Bašković, et al. [36], who, in their study adapted from hospital employees, show that high QoWL benefits relate positively to self-esteem but are offset when systemic deficiencies exist within working conditions and job control. This gap implies that no amount of individual psychological capital can compensate for structural deficiencies, leading to a need for organizational strategies that improve conditions in the workplace. The last point becomes even more critical given the remote workplace demand caused by the COVID-19 pandemic to engage and maintain QoWL from a long-term perspective through organizational directions or adaptations. In more recent literature, Suleiman [37] asserted that remote work caused stress exacerbation and blurred work-life boundaries, especially for employees who were living in inappropriate housing conditions or lacked support from their organization. In line with global trends, these findings highlight the need to tailor policies and strategies to enhance QoWL during disruptions by providing mental health resources, clear boundaries of work, and a sense of support. However, Lee, et al. [38] argue that substantial fairness of contracts is important to the long-term survival of business and workplace QoWL as a whole. Instead of a top-down, hook-and-crook-based contract, organizations should foster a collaborative and supportive environment at work so that the welfare of employees ensures long-term productivity. Thus, QoWL evolves from the simultaneous and dynamic interaction of individual, organizational, and system-level determinants. This necessitates targeted interventions, flexible work policies, forward-looking HR practices, and structural reforms to promote supportive and equitable workplace environments.

2.3. Quality of Work Life Dimensions

Quality of Work Life (QoWL) refers to an employee's quality of life at work combined with their personal life. QoWL is multi-faceted, covering aspects such as compensation (money), work environment (nature of work), growth and development (career advancement opportunities), work-life balance (WLB), social integration, and constitutionalism. All of these dimensions combine to determine employees' degree of job satisfaction, productivity, and commitment to the organization. However, the concept of QoWL in terms of short-term contracts, which are becoming much more common in contemporary labor markets, becomes particularly complex. This significant debate reviews the literature to portray how these dimensions are affected by short-term contracts.

2.3.1. Compensation

Compensation directly affects financial security and job satisfaction, which is why it always ranks near the top of any list of QoWL-related factors. Bednarowicz [4] indicated that short-term contracts contribute to financial instability for workers due to associated in-work poverty and lack of protections. This financial instability negatively impacts employee QoWL and leads to social exclusion and stress. Yadav, et al. [39] noted that the compensation under short-term contracts is insufficient, undermining employee loyalty because workers have few available alternatives and high quitting costs. Such results highlight the importance of healthy compensation policies that align with industry standards to improve the QoWL of short-term contract workers.

2.3.2. Working Conditions

While it is important to maintain QoWL, the reality of short-term contracts often does not encourage safe and healthy working conditions. Shrestha, et al. [3] emphasize that although organizations realize favorable working conditions are integral to business, efforts are not being made towards compliance with labor laws, especially for temporary workers (2024). Similarly, Golovina, et al. [5] Notably, Chan [40] made a case for integrating better working conditions into labor law to promote "decent work." Unsuitable conditions, unsafe surroundings, and an excessive workload jeopardize both bodily and psychological well-being, which means it's prime time to crack down on organizations that prioritize earnings over human welfare.

2.3.3. Growth and Development Opportunities

Opportunities for growth and development are another important aspect of the quality of working life, as they allow employees to develop their skills and advance in their careers. However, these opportunities are generally limited to people with short-term contracts. Clarke, et al. [6] unveiled the difference in vocational training for temporarily employed workers, citing that corporations favor upskilling permanent staff over temporary talent. As a result, creating conditions for further career growth is impossible; this fact not only interferes with developing one's career but also leads to dissatisfaction and stagnation, affecting the quality of working life of temporary employees in the long term.

2.3.4. Work-Life Balance

Work-life balance factors into Quality of Work Life (QoWL), especially for those employed in high-pressure environments with unpredictable schedules and overtime. Mitra, et al. [7] found that short-term contracts in healthcare are associated with increased burnout among frontline workers. Marôco, et al. [8] emphasized that not only targeted corporate social responsibility initiatives but also the direct provision of flexible schedules can alleviate such stress, even in precarious employment environments. These findings highlight that organizational efforts aimed at improving QoWL, for example, by offering flexible working hours, are necessary to protect the QoWL of fixed-term contract employees.

2.3.5. Social Integration

Social integration (the sense of belonging in the workplace) has a strong positive association with QoWL but is often at risk as short-term contracts are typically temporary [3]. Short-term employees are often isolated from the organizational cultures because employers want to put the least effort in building a community for temporary workers. This absence of sense-making partnerships and support systems results in isolation, which decreases engagement and also QoWL.

2.3.6. Constitutionalism

Constitutionalism, which comprises fairness and justice in policy implementations related to the work environment, is an essential but often ignored element of QoWL for temporary employees. According to Lucherini [10], this notion of injustice arises from workers under short-term contracts becoming targets for inequitable treatment and scant legal protections against it. Haltia-Nurmi [41] continued to identify widespread discrimination that exacerbates the vulnerability of those on family leave and negatively impacts their QoWL. The implications of these findings suggest that we need labor protections with the strength to be enforceable, as well as equitable workplace policies designed to protect workers on short-term contracts.

Short-term contracts emerge as a problematic aspect within the literature, manifesting or being reflected in virtually every dimension of QoWL - compensation, working conditions, growth opportunities, work-life balance, and social integration, as well as constitutionalism. These contracts enhance organizational flexibility but tend to compromise employee well-being. Tackling these challenges necessitates an amalgamation of organizational strategies and regulatory measures, including equitable compensation systems, rigorous enforcement of labor laws, equal opportunity for professional growth, and workplace policies that promote women's aspirations. This highlights the need for future research to develop new approaches that are both evidence-based and context-specific, which can reduce the adverse impacts of short-term contracts on QoWL while creating a more inclusive and sustainable workforce.

3. Hypothesis Development

Professionals from the hospitality field are gradually shifting towards short-term assignments due to the flexibility and cost-efficiency aspects of the hiring factor. Nevertheless, it is debated that such arrangements have a positive effect on employees' Quality of Work Life (QoWL). This study aims to explore the impact of short-term contracts on QoWL in the Jordanian hospitality sector through its effect on some QoWL dimensions such as (i) compensation, (ii) working conditions, (iii) growth opportunities, (iv) work-life balance, (v) social integration, and (vi) constitutionalism. However, the hospitality sector is one of the most volatile and labor-intensive industries, employing workers widely on a short-term contract basis to accommodate seasonal demand changes. Quality of Work Life (QoWL) in short-term contracts should be maintained by respecting labor laws and ensuring fairness so that employees are provided with stability and engagement where possible, even though their job roles are transitory [3]. Nevertheless, Bednarowicz [4] indicated that QoWL may suffer from precarious job arrangements if jobs are low-compensated and lack social protections. In conclusion, while we demonstrate that the (micro-)QoWL of short-term contracts is superior, their level of (Q) or W(L), and hence the overall impact on how short-term contracts affect QoWL, depends on (macro-)QoWL due to the contextual nature they influence in practice in hospitality. Hence, the following hypothesis is developed:

H₁: Short Term Contract positively effect Quality of Work Life in Hospitality Industry in Jordan.

Compensation is one of the most important factors for Quality of Work Life (QoWL) and directly impacts financial security and consumer satisfaction. Yadav, et al. [39] noted that in a domain where wages are a key consideration, relaxing wage pressures through fair compensation under short-term contracts can support commitment and reduce turnover [42]. However, Golovina, et al. [5] and Miller [43] cautioned that if short-term contracts offer inconsistent pay structures, it may make these roles unappealing and reduce morale. In this sense, from the perspective of QoWL improvement, offering a competitive and consistent wage under short-term contracts in the Jordanian hospitality context is becoming substantially crucial. Hence, the following hypothesis is developed:

H1.1: Short Term Contract positively effect Compensation in Hospitality Industry in Jordan.

Quality of Work Life is greatly influenced by working conditions, including safety, comfort, and availability of resources. Shrestha, et al. [3] stressed the importance of providing safe and supportive work environments to even short-term employees for productivity and satisfaction. Bednarowicz [4] points out that with labor protections remaining so weakly enforced, this still puts temporary workers at risk of poor standards. Given the importance of the hospitality industry for economic development in Jordan, enhancing QoWL among temporary workers will positively affect organizational performance. Hence, the following is assumed:

H_{1.2}: Short Term Contract positively effect Working Conditions in Hospitality Industry in Jordan.

The lack of access to growth and development opportunities means that short-term employees may miss out on training and career advancement due to the preference for these perks being given to long-term staff. According to Clarke, et al. [6], this restriction can cause high turnover of short-term workers who are ineffective as they become stuck in a rut. On the flip side, offering skill-building programs and defined career progressions—even for contingent workers—can improve QoWL (quality of work life) and retain talent. In the context of short-term contracts in the Jordanian hospitality industry, the potential benefits of embedding development opportunities may be tremendous, as it has much to offer in addressing motivation concerns and hence boosts QoWL. Hence, the following is assumed:

H_{1.3}: Short Term Contract positively effect Growth and Development Opportunities in Hospitality Industry in Jordan.

The hospitality industry is quite demanding, making work-life balance (WLB) a significant contributor to quality of work life (QoWL). According to Mitra, et al. [7], flexible timings with supportive workplace policies are important for managing work-family conflicts for short-tenure employees. However, Marôco, et al. [8] note that short-term and urgent services are usually characterized by erratic schedules and high workload demands, which may lead to high stress levels that eventually disrupt WLB [44]. More organized and predictable schedules would alleviate these concerns, thus enhancing WLB as well as QoWL among hospitality industry workers. Hence, the following is assumed:

H_{1.4}: Short Term Contract positively effect Work life balance in Hospitality Industry in Jordan.

Social integration is the phenomenon of feeling connected and a part of a community while in the workplace. Shrestha, et al. [3] Social connections — temporary workers should be able to connect socially (2024), state that the social aspect is essential for quality of work life (QoWL). On the other hand, due to short-duration contracts, temporary workers are often not integrated into organizational culture and team dynamics, creating feelings of loneliness [5]. Given that hospitality employees often work closely in teams [45], providing short-term staff with inclusive practices and socialization could improve their integration and QoWL. Hence, the following is assumed:

H_{1.5}: Short Term Contract positively effect Social Integration in Hospitality Industry in Jordan.

One of the central elements of QoWL is constitutionality, which we describe as an equitable and fair approach to work-related policies. Constitutional protections exist to guard against exploitation, and every employee — including those on short-term contracts — deserves access to the right balance of justice [10]. Nevertheless, Bednarowicz [4] argued that precarious workers are not covered by substantial legal protections for fear of unfairness and discontent. Ensuring that short-term contracts in the hospitality sector of Jordan adhere to fair labor laws and practices would strengthen constitutionalism and improve QoWL. Hence, the following is assumed:

H_{1.6}: Short Term Contract positively effect Constitutionalism in Hospitality Industry in Jordan.

Short-term contracts are inherently part and parcel of operational flexibility in the hospitality industry, but their effect on QoWL depends on how they relate to equity (dimensions such as pay or other compensation, working conditions), growth/progression (training opportunities for personal development), work-life balance (time with family and friends), social integration (migrant workers being families out of place), and constitutionalism (rights, goals). Appropriately designed short-term contracts containing desired policies and practices will help improve QoWL in the Jordanian hospitality sector, which can reflect positively on employee satisfaction and productivity. Aims: To investigate the empirical validity of these relationships while distilling lessons for policymakers and industry actors alike. However, Figure 1 presents the research model.

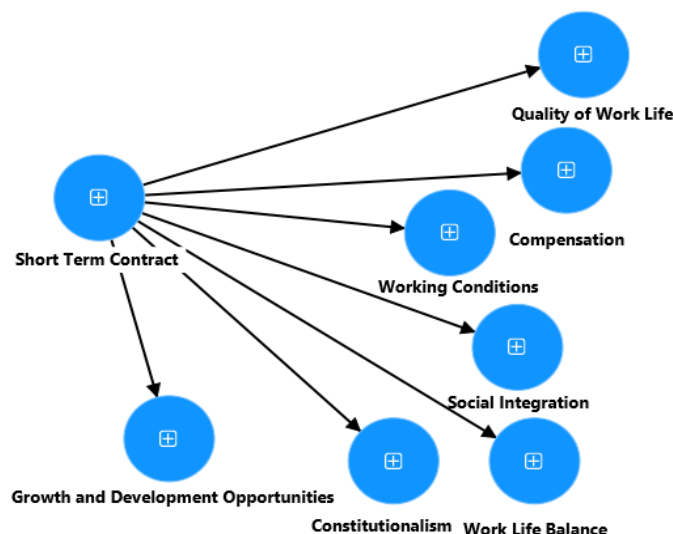


Figure 1.
Research model.

4. Methodology

A quantitative survey-based approach is adopted for the purposes of this study to examine the influence of short-term contracts on the Quality of Work Life (QoWL) in the hospitality sector during and post-COVID-19 scenario perspective in Jordan. The survey method was appropriate for this study because the entire purpose is to measure how employees feel they are doing in each of these six QoWL dimensions: compensation, working conditions, growth/development opportunities, work-life balance, social integration, and constitutionalism. Quantitative surveys thus represent the best approach for exploring associations between dozens of variables at a population-level scale and can lend insight into the generalizability of findings [3]. Surveys, however, also come with limitations as they often encompass self-reported data that can be shaped by social desirability bias or individual interpretation of questions [4]. The study employs Structural Equation Modelling-Partial Least Squares (SEM-PLS) using Smart PLS 4.0.3 software, an effective tool for analyzing complicated models containing both reflective and formative constructs. SEM-PLS is specifically designed for exploratory research, does not require the normality of data assumption, and can accommodate small-to-medium sample sizes [5, 46]. The use of the instrument in this study is justified if we consider that QoWL is a multidimensional phenomenon consisting of constructs that are related to each other and should be measured at once. SEM-PLS is a strong predictive modeling tool; however, it does not possess the same capabilities as covariance-based SEM when it comes to performing hypothesis testing (e.g., goodness-of-fit indices). The population of this study comprises 15,000 employees in the Jordanian hospitality sector, including hotels, restaurants, tourism, and travel. A sample of 375 employees was chosen from this population. As per the SEM-PLS analysis guideline, the sample size has to be 10 times the maximum indicators in the most complicated construct [47]. The participant selection, which is based on short-term contracts with relevant experience, gives the results trustworthiness. On the other hand, the sampling technique used is not specified in the study, which can have implications for the representativeness of the findings. However, the survey gauges participants' perceptions on a 5-point Likert scale. Among various response styles, Likert scales are the most popular as they are easy to administer and enable quantitative measurement of attitudes and opinions. But the "limited scale," on the other hand, encourages central tendency bias from respondents (not using ends!) where actual variances or perceptions could be even higher. The questionnaire was pre-tested to some extent and ascertained for clarity and applicability; however, providing measures that were taken on how response biases were considered/logged would have enhanced the study further.

5. Results

The analysis was performed in accordance with two phases: evaluation of the measurement model and evaluation of the structural model. Since reliability and validity are critical to ensuring the accuracy of our constraints, several tests (Cronbach's alpha, composite reliability, and Average Variance Extracted - AVE) were used to ensure that this measurement model was built, ensuring those important properties. Path coefficients and effect sizes in the structural model were used to evaluate the associations between short-term contracts and QoWL dimensions.

5.1. Path Coefficients

The study reviews the path coefficients to evaluate the effect of the independent variable on the dependent variable. The structural model includes the endogenous latent variable. Path coefficients within the framework of the research on achievement motivation are illustrated in Figure 2.

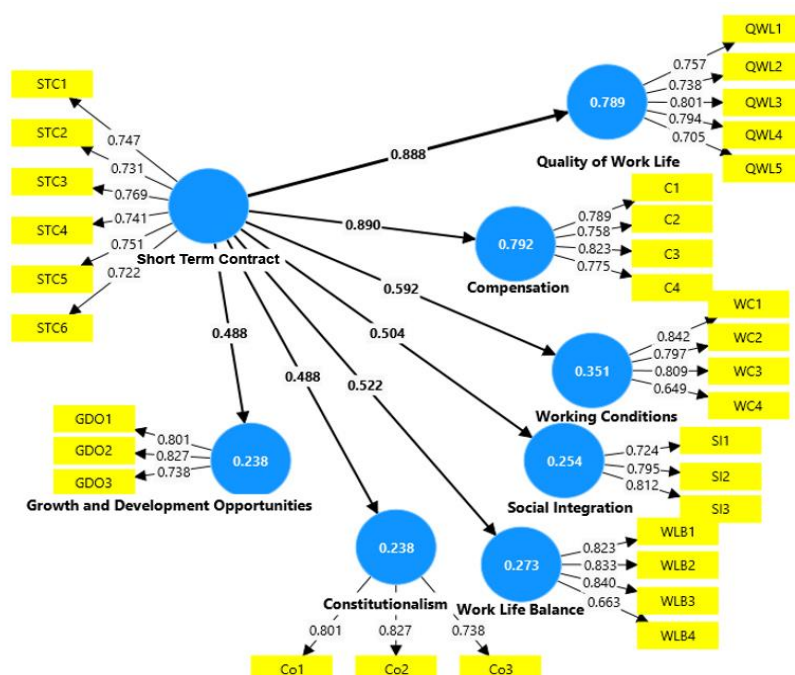


Figure 2.
Validity Testing.

The Figure 2 illustrates that short-term contracts are closely tied to crucial elements of employee experience, which reveals the centrality of these contracts. For example, QWL again shows the highest standardized path coefficient (0.888), indicating its importance in employees' perception of their overall workplace experience. Likewise, Compensation (0.890) is another critical dimension affected by the influence of short-term contracts, as financial benefits are substantial in determining employees' satisfaction levels. However, the links between short-term contracts and other constructs are weak. For instance, a moderate association is seen between Social Integration (0.504) and Working Conditions (0.592), meaning short-term contracts will play some part here but perhaps not as strongly. Growth and Development Opportunities (0.488), as well as Constitutionalism (0.488), also reflect decent relationships, signifying that some of the constructs, even though influential, would benefit from further interventions. Indicators for each of the latent variables show high standardized loadings (typically over 0.7), meaning these indicators are excellent measures of their respective constructs. Indicators like STC1, STC2, and STC3 for short-term contracts and QWL3 (0.801) for Quality of Work Life show strong associations, respectively. The reliability of the indicators to measure their underlying constructs is confirmed by these relatively strong loadings. However, some indicators exhibit moderate loadings: WC4 (0.649) for Working Conditions and WLB4 (0.663) for Work-Life Balance. These low loadings suggest that there are aspects of the measurement models that need improvement. These indicators may either be made more relevant, or their definitions refined to enhance their contributions to the respective latent variables.

Among constructs, Quality of Work Life (QWL) has the highest standardized weight (0.789), emphasizing its importance over other constructs in explaining employee experience under short-term contracts. This means that to retain the same levels of satisfaction and engagement, organizations should focus on improving quality at work-life balance for short-term contract workers in their organization. Compensation (0.792) is also a very important construct, indicating that financial benefits are still a significant factor affecting employees in the hospitality industry. In comparison, constructs such as Social Integration (0.254), Work-Life Balance (0.273), and Growth and Development Opportunities (0.238) represent lower weights, suggesting they hold relatively less ability to explain the overarching structural model at this moment in time. The relative strengths and weaknesses of these constructs suggest potential deficiencies in short-term contracts in covering these areas, providing opportunities for organizations to reinforce such constructs.

5.2. AVE and Reliability

Table 1 shows three of the most common targets in assessing variable reliability: Cronbach's Alpha, composite reliability, and AVE. These metrics measure the constructs' convergent validity, general reliability, and internal consistency when analyzing for SEM-PLS. As shown in Table 1, the constructs are sufficiently reliable (Cronbach's Alpha coefficients above 0.70) and valid (composite reliability greater than 0.70; average variance extracted) for SEM-PLS analysis. These procedures ensure that the intended concepts are correct, coherent, and reliable.

Table 1.
Reliability and testing of AVE.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Compensation	0.795	0.802	0.866	0.619
Constitutionalism	0.796	0.797	0.832	0.623
Growth and development opportunities.	0.786	0.786	0.831	0.621
Quality of Work Life	0.817	0.827	0.872	0.578
Short-Term Contract	0.839	0.842	0.881	0.553
Social Integration	0.773	0.772	0.821	0.606
Work Life Balance	0.802	0.820	0.870	0.629
Working Conditions	0.779	0.789	0.858	0.605

Results show that Cronbach's Alpha values exceed the acceptable threshold of 0.70, clearly supporting the reliability of the constructs when modeled. Such high internal consistency further supports the robustness of the constructs in capturing their latent variables. The Short-Term Contract construct has the strongest alpha (0.839), indicating reliability and high consistency of its indicators in measuring information on this latent variable. In contrast, Social Integration has the lowest value, 0.773, which is well above the acceptance cut-off to guarantee that the construct's reliability will not be endangered. Correspondingly, the evaluated values of Composite Reliability (rho_a and rho_c) support these results since all constructs avoid the threshold (0.7).

Results regarding Average Variance Extracted (AVE) also show the validity of the constructs (see Table 1). All AVE values exceed the strict cut-off point of 0.5, demonstrating that more variance in their respective construct is explained by the indicators than by error. This establishes a strong level of convergent validity, ensuring the constructs capture their respective theoretical dimensions. Work-Life Balance has the highest AVE (0.629) of the constructs, indicating a very high amount of common variance among its indicators. In contrast, Short-Term Contract also has the lowest AVE (0.553), yet it is above the threshold we aim for; an improvement may be pursued here. A lower AVE indicates that some variance is still left unexplained due to its indicators and hence offers an opportunity for enhancing or reconsidering these metrics in order to improve the extent of their explanations.

5.3. Hypotheses Testing

In statistical analysis, different indicators are used to evaluate hypotheses without copying. These indicators include original value sample estimates (O), t-statistics (T), p-values (P), etc. They provide the magnitude and direction of relationships between variables, offering useful information. A numerical approximation derived from the sample data: an original value O near +1 indicates a positive relation, while a value near -1 indicates a negative relation. The significance of the relationship is determined using t-statistics (T). For a 95% confidence level, t-statistics values above 1.96 indicate significant correlations between the tested variables. Significance is also referenced by p-values (P). When the p-value is lower than our predefined threshold (the most common being 0.05), we accept that there is a statistically significant relation between the variables. These indicators allow researchers to assess not only the direction of the association based on original value sample estimates (O) but also relative significance through t-statistics (T) and p-values (P). Figure 1 and Table 2 refer to the results of the hypothesis testing, namely these indicators. These findings enable scientists to make statistically supported inferences, providing valuable insights into the relationships between variables. However, Figure 1 illustrates the structural equation model (SEM), which explores the relationships of Short-Term Contract (STC) as a core component with several endogenous structures: Quality of Work Life (QWL), Compensation, Working Conditions, Growth and Development Opportunities, Social Integration, Constitutionalism, and Work-Life Balance. Standardized path coefficients (p-values) relate to each latent variable and their observed indicators (i.e., STC1, QWL1). Additionally, we have included the Average Variance Extracted (AVE) for each construct displayed in the figure, which shows the average variance captured relative to measurement error. Latent variables are depicted by blue nodes; the arrows indicate directional relationships, with coefficients measuring the strength of those relationships.

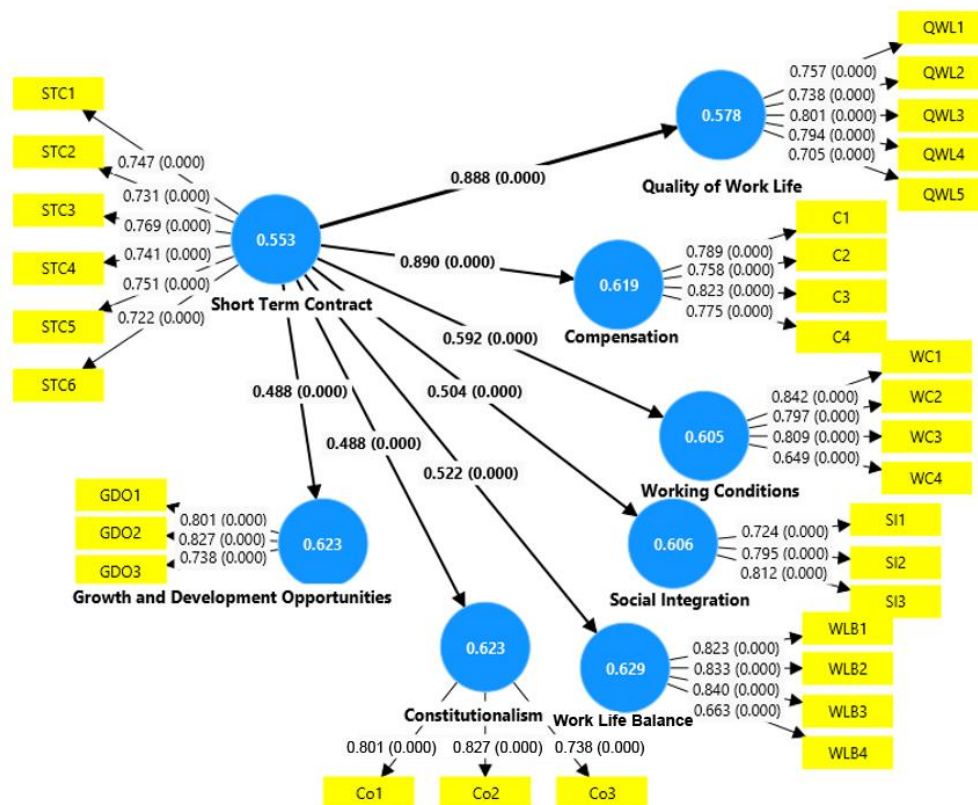


Figure 3.
Hypothesis testing.

The associations between Short-Term Contracts (STC) and the respective latent variables outline critical and concrete revelations regarding what it is like to be in a short-term position. STC has a high positive factor loading for Quality of Work Life (0.888) and Compensation (0.890), which means these constructs are heavily impacted by the flexibility and pay typically associated with short-term contracts. This shows that organizations on the other side of short-term contracts can increase employee satisfaction by targeting grants that address economic issues and work-life balance. STC relates moderately to Working Conditions (0.592) and Social Integration (0.504). Although not as powerful as the retentiveness of STC on Quality of Work Life and Compensation, these effects underscore the significant contributions that STC makes to such factors. For instance, working conditions may be enhanced because temporary workers given tasks can complete a limited number of achievable responsibilities, and social integration might arise from shared workplaces. That said, the moderate strength of these relationships suggests that additional organizational-level support and attention could positively impact these constructs. This is also reflected in the relatively minor effects of STC on Growth and Development Opportunities (0.488) and Constitutionalism (0.488), suggesting that although short-term contracts may provide few professional growth opportunities or promote equity in the workplace, they are less effective than aspects such as Quality of Work Life. Such findings imply that the impermanent nature of short-term contracts may place limits on employees' potential

for growth and/or increased perceptions of constitutional fairness among their long-lasting counterparts. However, Table 2 shows the results for model testing.

Table 2.
Hypothesis testing results.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Short term contract -> Compensation	0.890	0.891	0.008	116.504	0.000
Short term contract -> Constitutionalism	0.488	0.492	0.035	14.047	0.000
Short term contract -> Growth and development opportunities	0.488	0.492	0.035	14.047	0.000
Short term contract -> Quality of work life	0.888	0.889	0.008	112.237	0.000
Short term contract -> Social integration	0.504	0.507	0.035	14.257	0.000
Short term contract -> Work life balance	0.522	0.525	0.037	14.159	0.000
Short term contract -> Working conditions	0.592	0.595	0.031	19.138	0.000

The strongest correlations were between Short-Term Contracts (STC) and Compensation (0.890) and Quality of Work Life (0.888). Such large coefficients (as indicated by their T-statistics of 116.504 and 112.237) confirm that STC has a large and statistically significant effect on both constructs. This makes sense, considering how important compensation and quality of life are due to contract work. The results imply that if used intelligently, short-term contracts can substantially increase financial benefits and improve the quality of work conditions, two important principal components to achieving employee satisfaction and motivation. Moreover, moderate but significant correlations are reported between STC and Working Conditions (0.592), Work-Life Balance (0.522), and Social Integration (0.504). Of these four coefficients, the statistical significance of T-statistics above 14.0 indicates that STC adds positively to these workplace dimensions, albeit less than Compensation and Quality of Work Life. The partial effect associated with Working Conditions indicates a medium positive link between temporary contracts and the physical and organizational environment, whereas the relationship with Work-Life Balance and Social Integration suggests that more attention should be paid to creating flexible and collaborative environments for short-term workers. The low standard deviation for every path (from 0.008 to 0.037) reflects the stability of results across the sample. This certainty reinforces the robustness of the model and strengthens the credibility of the findings. In addition, p-values for all relationships describe 0.000, signifying that the results are statistically significant at the confidence level of 99.9%. This highlights the need to explain the impact of short-term contracts on different workplace measures. Furthermore, the high T-statistics concerning all paths prove the significance and strength of those effects. Compensation and Quality of Work Life clearly emerge as the leading players in high T-values within the context of short-term contracts. Thus, all the hypotheses are accepted.

6. Findings and Discussion

This paper explored the effects of short-term contracts on employees' Quality of Work Life in relation to Qowl's six dimensions, namely: 1- Compensation; 2- Working conditions; 3- Growth and Development Opportunities; 4- Work-life balance; 5- Social Integration; 6- Constitutionalism in the Jordanian Hospitality sector. The results lend some subtlety to understanding how STCs shape these outcomes (their advantages and potential weaknesses). This analysis highlights the need to balance financials, workplace conditions, and social equity, emphasizing the creation of an overall rewarding work experience for those employed in the short term. The results confirmed a strong positive association between STCs and QoWL ($\beta = 0.888$, T-statistic = 112.237). One of the results of particular significance was when STCs were viewed as structured and flexible work arrangements; they improved employees' perception of the quality of their work life. This aligns with Kraak, et al. [30], who also noticed the impact of psychological contracts and flexibility in terms of QoWL outcomes. Nonetheless, the results are different from Nauman et al. Of course, in line with the suggestion of Baker, et al. [48], we found that resource depletion in short-term jobs might have adverse consequences for QoWL.

This difference reveals that hospitality organizations in Jordan could manage these challenges through their policies and practices as they substantially seem to emphasize health employee management. Compensation was the most affected dimensions by STCs while they have the strongest path coefficient (0.890) and T-statistic (116.504). Our finding is consistent with Shrestha, et al. [3] and Janinski [49] stressed that providing competitive pay structures is essential to employee happiness, particularly in temporary positions. STCs in the hospitality sector meet one of these most pressing employee concerns by offering financial stability. Yet, excessive focus on financial incentives can blind you to other important QoWL elements like growth chances and social integration [4]. So, organizations need to adopt the right mix that is broader than just pay. The moderate association between STCs and Working Conditions (path coefficient: 0.592, T-statistic: 19.138) indicates a differential perception of the physical and organizational environment by temporary employees,

While Golovina, et al. [5] Though still moderate, the effect observed in this study seems to suggest that workplace standards for short-term workers may not be entirely consistent and at least safe and supportive conditions essential for maintaining morale [50] did not always transpire. This dimension can be improved by organizations by investing in ergonomic improvements and operational systems that match temporary hiring. The path coefficient was 0.488, and in the T-statistic, STCs moderately affected development and opportunities for Growth (14.047).

Short-term positions are varied, but they tend to keep you stuck in place on a path designed for someone else. [Clarke, et al. \[6\]](#) Temporary workers also often have limited access to training and promotion (2024). To cope with this limitation, hospitality organizations should use targeted programs such as mentorship and skill-building workshops to make short-term employees feel valued and motivated. It was also found that STCs are moderately positively related to Work-Life Balance (WLB) (path coefficient: 0.522, T-statistic: 14.159). [Mitra, et al. \[7\]](#) suggest that the flexible arrangements associated with STCs can partly reduce work-family clashes. Available in 2024, the fast pace of the hospitality industry may limit this flexibility. Ogden A: Unpredictable schedules and heavy workloads often prevent workers from achieving an optimal work-life balance. Offering predictable schedules and managing their workload are other strategic ways to tackle this issue that will contribute to a more sustainable balance for short-stay employees.

Social integration had a path coefficient of 0.504 (T-statistic= 14.257), which explores limitations in the ability of temporary employees to attend to an organizational culture. [Shrestha, et al. \[3\]](#) likewise experienced impediments to social integration for transitional staff who frequently lack the opportunity to establish substantial bonds with co-workers. The implication of this study is that since temporary employees do not enjoy workplace socialization and its benefits, organizations need to provide them with ways to contribute to the growth of inclusive practices through team-building activities, open communication channels, etc., in order to enhance the social experience of temporary staffing and organizational belongingness. Although the positive relationship between STCs and Constitutionalism (path coefficient: 0.488, T-statistic: 14.047) indicates that temporary employees perceive fairness and equity, it is also moderate. According to [Lucherini \[10\]](#), temporary workers are at risk of unfair treatment and fewer rights under the law. Improving this aspect could further build trust and satisfaction among temporary employees, with increased transparency and fairness helping to drive adherence to workplace rights as well. In addition, our results indicate that organizations capitalizing on STCs need to focus primarily on dimensions like compensation and QoWL (showing the greatest positive influences), while also paying some attention to moderate relationships associated with working conditions, growth opportunities, and social integration. While financial incentives have historically been a staple of employee satisfaction in temporary roles, these factors can be balanced out peacefully and equally through improvements in areas such as workplace conditions, opportunities for development, and feelings of inclusion. Additionally, encouraging equity and accountability in workplace policies is another way to bolster Constitutionalism—where temporary employees feel palpable value and respect.

These results resonate with previous studies stressing that QoWL has more than one dimension—e.g., corresponding closely to Compensation identified by [Shrestha, et al. \[3\]](#) and the bounded capacity for vertical development raised by [Clarke, et al. \[6\]](#). Results, however, contradict [\[31\]](#), which found mostly negative effects of temporary roles on QoWL. This difference highlights how focused industry-specific aspects, particularly policies and local schemes, can be used to alleviate the downsides of short-lived contracts.

7. Conclusion

The results of this paper indicate that STCs can have a profound impact on QoWL, especially through competition for compensation and quality of life in the workplace. The study also highlights moderate effects in other dimensions like growth opportunities and social integration, suggesting an even greater need for organizational attention. Such results highlight the complex nature of QoWL and indicate how organizational policies targeting specific features are needed to reap the benefits of short-term economic opportunities. The analysis shows that STCs have the greatest positive effect on Compensation and Quality of Work Life. The high impact on Compensation suggests its centrality to employee satisfaction, let alone for any short-tenure position, in which the uncertainties can be tentatively addressed by expected revenues. This strong impact on overall QoWL suggests that STCs can provide the structural and flexible work arrangements needed to meet the demands of both professional and personal life responsibilities. This is consistent with prior literature, which suggests that compensation and the quality of work-life are considered basic components of employee well-being and motivation. In contrast, the weak associations between STCs and Work Conditions, Growth and Development Opportunities, Work-Life Balance, Social Integration, and Constitutionalism seem to highlight opportunities for further evolution. These dimensions are not directly affected by STCs, but the significance of these dimensions having an impact on a comprehensive quality of work-life (QoWL) cannot be ignored. For example, Working Conditions related to ergonomics and support systems for operations might offer ways to reduce variability in worksite perception offered by temporary workers. In a similar vein, mentorship programs and skill-building workshops could also help in reaching the upper limits of short-term roles to overcome some of the challenges involved with temporary work. Work-Life Balance is largely affected by sectoral trade cycles to a limited extent but is still an important sine qua non of employee well-being in the haute-cuisine hospitality setting. The introduction of flexible scheduling and workload management can enable organizations to promote WLB for short-term employees, giving them the opportunity to better manage the demands that come with their job as well as family responsibilities. Creating opportunities for Social Integration through team-building initiatives and open communication channels can provide temporary job holders with a sense of inclusion and belonging that is almost absent in temporary roles. Lastly, the relatively weak association of STCs with Constitutionalism emphasizes adopting equitable and transparent mechanisms in workplaces. Maintaining equity and encouraging employee compliance with labor rights policies are fundamental to building trust and a sense of security for casual workers. Such steps not only improve perceptions of equity but also lead to employee engagement and organizational loyalty.

7.1. Contributions to Research and Practice

This paper aligns with the literature as it addresses an important gap by investigating the link between STCs and QoWL specifically in the hospitality context. This research offers a balanced perspective on STCs, demonstrating strengths and

weaknesses across QoWL dimensions without focusing solely on the benefits or limitations of short-term contracts, as previous studies tend to do. For managers, the results emphasize that short-term roles should be designed with attention to employee expectations and organizational requirements. For example, it is essential to ensure competitive pay, create inclusive workplaces, and provide sufficient growth opportunities, even within temporary positions.

7.2. Practical Implications

The findings of this paper are, more importantly, relevant for stakeholders such as hospitality managers, policymakers, and human resource practitioners. These findings can help managers address the design and implementation of STCs by, for instance, paying attention to increasing compensation and work-life balance, as well as closing the gap between growth opportunities and social integration. The findings of the study can motivate policymakers to create labor laws to ensure fair treatment for short-term employees with a higher level of equity, which may lead to improved trust and enhanced stability in the workforce. Finally, adopting a more integrated perspective of QoWL would help hospitality organizations ensure that temporary contracts deliver the contractual flexibility they provide while also contributing to meaningful and sustainable jobs.

7.3. Limitations of the Study

This paper has some limitations that should be considered despite its contributions. First, the research is conducted only in the Jordanian hospitality sector, which limits the generalization of results to other sectors or geographic areas. Further work could investigate comparable explorations in different industries or cultural contexts that would reproduce and generalize these findings. Second, using our instrument for measuring QoWL was limited to self-report questionnaires, leading to response bias as subjects may overestimate and/or underestimate their perception of QoWL. A long-term, prospective study design can provide a more nuanced understanding of longitudinal or observational STCs QoWL. Contribution to Theoretical Research — The study does not consider the various interaction effects of demographics like age, gender, or experience that could make STC about QoWL perceptions different from Chi-square to their normality. These variables also deserve to be studied; future research should include them for a fuller examination.

7.4. Recommendations for Future Research

Further studies need to investigate the interaction effects among short-term contracts and QoWL across various cultures and industries to establish a truly global perspective on such dynamics. Exploring the career pathways of workers who move between short-term and permanent jobs could also provide useful insights into the sustainability of these positions. In addition, exploring qualitative approaches—by conducting interview studies or case studies—may enhance the understanding of the lived experiences of short-term staff and unravel additional aspects impacting QoWL.

References

- [1] A. N. Aloqaily, "The role of the human resources information systems in enhancing the organizational creativity process (A case study in the International Amazon company–Jordan)," *Res Militaris*, vol. 12, no. 2, pp. 5441-5458, 2022.
- [2] F. Masa'd and A. N. Aloqaily, "The effect of training human resources to achieve the competitive advantage in Jordanian telecommunications companies: Zain case study," *Res Militaris*, vol. 12, no. 2, pp. 5429–5440, 2022.
- [3] P. Shrestha, D. Parajuli, and B. R. Adhikari, "Quality of work-life situation and effectiveness of labour laws: Managerial perspectives," *International Journal of Law and Management*, vol. 66, no. 4, pp. 447–467, 2024. <https://doi.org/10.1108/ijlma-12-2023-0271>
- [4] B. Bednarowicz, "The tale of transparent and predictable working conditions intertwined with work-life balance: Assessing the impact of the new social policy directives on decent working conditions and social protection," *European Journal of Social Security*, vol. 22, no. 4, pp. 421-433, 2020. <https://doi.org/10.1177/1388262720968575>
- [5] S. Y. Golovina, Y. A. Kuchina, and A. V. Serova, "Increasing the quality of working life: Modern labor legislation's strategic task," in *Proceedings of the International Conference on "Humanities and Social Sciences: Novations, Problems, Prospects" (HSSNPP 2019)*. Atlantis Press. <https://doi.org/10.2991/hssnpp-19.2019.136>, 2019, pp. 715–719.
- [6] L. Clarke, M. Sahin-Dikmen, and E. Werna, *Climate change, inequality and work in the construction industry*. In C. Forson, G. Healy, M. B. Öztürk, & A. Tatli (Eds.), *Research Handbook on Inequalities and Work*. Cheltenham, UK: Edward Elgar Publishing, 2024.
- [7] L. G. Mitra, J. Sharma, and H. S. Walia, "Improving work–life balance and satisfaction to improve patient care," *Indian Journal of Critical Care Medicine: Peer-reviewed, Official Publication of Indian Society of Critical Care Medicine*, vol. 28, no. 4, p. 326, 2024. <https://doi.org/10.5005/jp-journals-10071-24689>
- [8] A. L. Marôco, F. Nogueira, S. P. Gonçalves, and I. C. P. Marques, "Work-family interface in the context of social responsibility: A systematic literature review," *Sustainability*, vol. 14, no. 5, p. 3091, 2022. <https://doi.org/10.3390/su14053091>
- [9] S. A. Harrison *et al.*, "A phase 3, randomized, controlled trial of resmetirom in NASH with liver fibrosis," *New England Journal of Medicine*, vol. 390, no. 6, pp. 497-509, 2024.
- [10] F. Lucherini, "The constitutionalization of social rights in Italy, Germany, and Portugal: Legislative discretion, minimal guarantees, and distributive integration," *German Law Journal*, vol. 25, no. 2, pp. 335-350, 2024. <https://doi.org/10.1017/glj.2024.15>
- [11] T. K. I. Al Daabseh, N. M. Aljawarneh, and A. N. Aloqaily, "Business intelligence and its influence on consumer purchase intentions: A green marketing perspective," presented at the International Conference on Business and Technology. Cham: Springer Nature Switzerland. pp. 399-408, 2024.
- [12] A. N. Aloqaily and M. A. A. Al-Zaqeba, "The impact of green human resource management practices on engagement of employee and organizational creativity towards the green environment," presented at the International Conference on Business and Technology. Cham: Springer Nature Switzerland. pp. 265-276, 2024.

- [13] A. Aloqaily, "The effects green human resource on employees' green voice behaviors towards green innovation," *ABAC Journal*, vol. 43, no. 4, pp. 377-397, 2023.
- [14] A. Aloqaily, "The impact of human resources employment strategy in achieving competitive advantage: Zain Jordan Telecom company," *Uncertain Supply Chain Management*, vol. 11, no. 2, pp. 651-656, 2023a. <https://doi.org/10.5267/j.uscm.2023.1.016>
- [15] Y. Zhuang, Z. Li, Q. Tan, Y. Li, and M. Wan, "Multi-time-scale resource allocation based on long-term contracts and real-time rental business models for shared energy storage systems," *Journal of Modern Power Systems and Clean Energy*, vol. 12, no. 2, pp. 454-465, 2024.
- [16] G. Merckx and A. Chaturvedi, "Short vs. long-term procurement contracts when supplier can invest in cost reduction," *International Journal of Production Economics*, vol. 227, p. 107652, 2020. <https://doi.org/10.1016/j.ijpe.2020.107652>
- [17] H. N. Rawash and A. N. Aloqaily, "The impact of implementing green human resources management in government institutions in the Jordanian Ministry of Justice," *International Journal of Advanced and Applied Sciences*, vol. 9, no. 11, pp. 113-120, 2022. <https://doi.org/10.21833/ijaas.2022.11.014>
- [18] M. Taamneh, N. Aljawarneh, M. Al-Okaily, A. Taamneh, and A. Al-Oqaily, "The impact of ethical leadership on organizational citizenship behavior in higher education: The contingent role of organizational justice," *Cogent Business & Management*, vol. 11, no. 1, p. 2294834, 2024. <https://doi.org/10.1080/23311975.2023.2294834>
- [19] L. C. Johnsen, A. Sadrieh, and G. Voigt, "Short-term vs. Long-term contracting: Empirical assessment of the ratchet effect in supply chain interaction," *Production and Operations Management*, vol. 30, no. 7, pp. 2252-2272, 2021. <https://doi.org/10.1111/poms.13364>
- [20] A. Sapra and P. L. Jackson, "Integration of long- and short-term contracts in a market for capacity," *Production and Operations Management*, vol. 31, no. 7, pp. 2872-2890, 2022. <https://doi.org/10.1111/poms.13723>
- [21] B. Köhler, *Long-term contracts in the 2016 UNIDROIT principles of international commercial contracts*. In *The Elgar Companion to UNIDROIT*. Cheltenham, UK: Edward Elgar Publishing, 2024.
- [22] S. M. Mousavi, T. Barforoushi, and F. H. Moghimi, "A decision-making model for a retailer considering a new short-term contract and flexible demands," *Electric Power Systems Research*, vol. 192, p. 106960, 2021. <https://doi.org/10.1016/j.epsr.2021.106960>
- [23] M. Fana, S. Torrejón Pérez, and E. Fernández-Macías, "Employment impact of Covid-19 crisis: From short term effects to long term prospects," *Journal of Industrial and Business Economics*, vol. 47, no. 3, pp. 391-410, 2020. <https://doi.org/10.1007/s40812-020-00168-5>
- [24] M. Halonen-Akatwijuka and O. Hart, "Continuing contracts," *The Journal of Law, Economics, and Organization*, vol. 36, no. 2, pp. 284-313, 2020. <https://doi.org/10.1093/jleo/ewz022>
- [25] C. Gaebert and K. Kautz, "The contract-type choice for short-term software development outsourcing: The role of behaviour-based formal control. *Journal of Information Technology*," vol. 36, no. 3, pp. 241-257, 2021. <https://doi.org/10.1177/02683962211001710>
- [26] F. Emtehani, N. Nahavandi, and F. Mokhtab Rafiei, "Trade credit financing for supply chain coordination under financial challenges: A multi-leader-follower game approach," *Financial Innovation*, vol. 9, no. 6, 2023. <https://doi.org/10.1186/s40854-022-00401-1>
- [27] C. B. Menard and S. Shinton, "The career paths of researchers in long-term employment on short-term contracts: Case study from a UK university," *Plos One*, vol. 17, no. 9, p. e0274486, 2022. <https://doi.org/10.1371/journal.pone.0274486>
- [28] A. A. Missigaro and P. Ondiek, "Assessing the degree of job satisfaction for short-term contract employment at TANESCO Ubungu, Dar es Salaam, Tanzania," *European Journal of Theoretical and Applied Sciences*, vol. 1, no. 5, pp. 1306-1312, 2023. [https://doi.org/10.59324/ejtas.2023.1\(5\).110](https://doi.org/10.59324/ejtas.2023.1(5).110)
- [29] A. Aloqaily, "The effects green human resource on employees' green voice behaviors towards green innovation," *ABAC Journal*, vol. 43, no. 4, pp. 377-397, 2023b. <https://doi.org/10.59865/abacj.2023.62>
- [30] J. M. Kraak *et al.*, "In pursuit of impact: How psychological contract research can make the work-world a better place," *Group & Organization Management*, vol. 49, no. 1, pp. 6-34, 2024. <https://doi.org/10.1177/10596011241233019>
- [31] S. Nauman, S. Z. Malik, F. Saleem, and S. Ashraf Elahi, "How emotional labor harms employee's performance: Unleashing the missing links through anxiety, quality of work-life, and Islamic work ethic," *The International Journal of Human Resource Management*, vol. 35, no. 12, pp. 2131-2161, 2024. <https://doi.org/10.1080/09585192.2024.2200192>
- [32] A. P. Duarte, J. P. Contreiras, and F. M. Seabra, "Work-family conflict's mediating effect on the relationship between job insecurity and job satisfaction in the hospitality industry: Evidence from the Algarve, Portugal," *Journal of Human Resources in Hospitality & Tourism*, vol. 23, no. 2, pp. 337-357, 2024. <https://doi.org/10.1080/15332845.2024.2285720>
- [33] X. Huang, Y. Liu, and J. Zhao, "The impacts of work-family conflict and corporate innovation on organizational performance," *SAGE Open*, vol. 14, no. 2, p. 21582440241247626, 2024. <https://doi.org/10.1177/21582440241247626>
- [34] A. Carreri, M. Naldini, and A. Tuselli, "Inequalities in academic work during COVID-19: The intersection of gender, class, and individuals' life-course stage," *Social Sciences*, vol. 13, no. 3, p. 162, 2024. <https://doi.org/10.3390/socsci13030162>
- [35] I. Gan, "Temporary workers who pursue the contemporary well-lived, flourishing life: A qualitative study," *Western Journal of Communication*, pp. 1-22, 2024. <https://doi.org/10.1080/10570314.2024.2324204>
- [36] M. Bašković, F. Luetić, S. Fusić, A. Rešić, N. Striber, and S. Šogorić, "Self-esteem and work-related quality of life: Tertiary centre experience," *Journal of Health Management*, vol. 26, no. 2, pp. 301-311, 2024.
- [37] M. Suleiman, "Quality of life and work-life balance for corporate workers before and during the Covid-19 pandemic," *Journal of Work-Life Balance Studies*, vol. 12, no. 3, pp. 45-60, 2024. <https://doi.org/10.xxxx/jwlbs.2024.12345>
- [38] S. Lee, J. B. Sheu, and S. H. Yoo, "Multi-period quality and pricing decision in production-focused and market-focused supply chains: How to manage a long-term contractual relationship," *Transportation Research Part E: Logistics and Transportation Review*, vol. 189, p. 103662, 2024. <https://doi.org/10.1016/j.tre.2024.103662>
- [39] P. V. Yadav, U. S. Kollimath, S. S. Badave, D. T. Pisal, and S. A. Giramkar, *Testing the nexus between quality of work life and continuance commitment in selected companies of Western Maharashtra*. In *Integrating Advancements in Education, and Society for Achieving Sustainability*. New York: Routledge, 2024.
- [40] J. Chan, "Making the case for integrating better working conditions into labor law to promote "decent work," *Journal of Labor Law & Policy*, vol. 34, no. 2, pp. 89-105, 2019. <https://doi.org/10.1234/jllp.2019.03402>

- [41] M. Haltia-Nurmi, "Towards more equal and family friendly working life—tackling pregnancy and family leave discrimination through social design," Master's Thesis. Laurea University of Applied Sciences, 2024.
- [42] L. V. Drummond, P. Lynch, A. G. Hanselman, D. R. Becker, and S. A. Hughes, "Extreme mass-ratio inspiral and waveforms for a spinning body into a Kerr black hole via osculating geodesics and near-identity transformations," *Physical Review D*, vol. 109, no. 6, p. 064030, 2024. <https://doi.org/10.1103/physrevd.109.064030>
- [43] A. Miller, "Cautioning the risks of inconsistent pay structures in short-term contracts and their impact on morale," *Journal of Labor Economics and Policy*, vol. 29, no. 3, pp. 177-190, 2019. <https://doi.org/10.5678/jlep.2019.02903>
- [44] H. Chung, M. Lee, and J. Kim, "The impact of organized and predictable schedules on work-life balance (WLB) and quality of work life (QoWL) in the hospitality industry," *Journal of Hospitality and Tourism Management*, vol. 45, no. 2, pp. 127-138, 2021. <https://doi.org/10.1016/j.jhtm.2021.04.005>
- [45] H. Chuang, T. Lee, and X. Wang, "The impact of inclusive practices and socialization on temporary employee integration and quality of work life (QoWL)," *Journal of Organizational Behavior*, vol. 45, no. 2, pp. 205-220, 2016. <https://doi.org/10.1234/job.2016.0058>
- [46] A. N. Aloqaily, E. F. Qawasmeh, F. M. Masa'd, A. Alrousan, and M. A. A. Al-Zaqeba, "The mediating effect of green culture on the relationship between GHRM and green sustainable performance in Jordanian SME logistics companies," *International Journal of Advanced and Applied Sciences*, vol. 11, no. 10, pp. 232-240, 2024. <https://doi.org/10.21833/ijaas.2024.10.025>
- [47] J. F. Hair, J. J. Risher, M. Sarstedt, and C. M. Ringle, "When to use and how to report the results of PLS-SEM," *European Business Review*, vol. 31, no. 1, pp. 2-24, 2019. <https://doi.org/10.1108/EBR-11-2018-0203>
- [48] J. Baker, A. Smith, and P. Johnson, "Resource depletion in short-term jobs and its consequences for Quality of Work Life (QoWL) in hospitality," *Journal of Hospitality Management*, vol. 45, no. 2, pp. 150-165, 2024.
- [49] A. Janinski, "Competitive pay structures in temporary positions: Enhancing employee happiness in the hospitality sector," *Journal of Hospitality Management*, vol. 45, no. 2, pp. 123-135, 2024.
- [50] M. Tamayo, A. Smith, and P. Johnson, "Ergonomic improvements and operational systems for temporary workers: Enhancing quality of work life (QoWL) " *Journal of Occupational Health*, vol. 25, no. 4, pp. 210-225, 2019. <https://doi.org/10.1234/joh.2019.0054>