

Research Articles

Job Insecurity and Recruitment Form towards Dispatched Labours: A Case Study with Company A

Qiang Bian,

International Chinese College, MBA,

Rangsit University, Pathum Thani, Thailand

Abstract

With the development of enterprises and institutions, the employment mechanism is gradually diversified, and labor dispatch is widely used. In the coal market environment began to weaken, many enterprises in the business situation is more and more depressed. Therefore, enterprises choose to use the way of labor dispatch to reduce labor costs, so for this type of enterprises, how to effectively avoid the problem of job insecurity? This paper further studies the impact of the coal industry dispatching employees' sense of insecurity and the coal industry dispatching employees' sense of insecurity. Combined with the analysis results, the following conclusions are obtained. First, the dispatch system has a positive impact on job insecurity. Secondly, the moderating variables of organizational career management play a mediating role between the form of dispatch employment and job insecurity.

Keywords: *Employment form of dispatch system, Job insecurity, Organizational career management*

Received: April 28, 2021, **Revised** May 10, 2021, **Accepted** May 12, 2021

Acknowledgement : This research is part of the M.B.A. Rangsit University

Introduction

The coal industry needs a large number of employment groups, with high labor intensity, low requirements for skills, high liquidity and high wages. In order to adapt to the market, enterprises continue to carry out restructuring, mergers and other organizational change activities. With the continuous expansion of a coal company, the enterprise needs more and more front-line management and labor personnel. Although there are regular recruitment every year, these college students are far from meeting the daily production needs of coal enterprises. Labor dispatch has become an ideal employment mechanism and an effective way to control the labor cost. So (1) how does the form of labor dispatch affect the sense of job insecurity in coal enterprises? The purpose of this study is to explore the predictive effect of dispatch system on job insecurity and the moderating effect of organizational career management on it. It is helpful to help the dispatched staff to resist the risk and to guide the management practice of the organization.

Objectives

Specifically understand the current situation of the development of a coal company labor dispatch; through the investigation of labor dispatch staff on the form of dispatch employment, research on the influence of labor dispatch staff's job insecurity. For a coal company to give managers suggestions, and other enterprises to improve the status of labor dispatch management to provide reference.

Materials and Methods

3.1 Literature review

For labor dispatch, its biggest feature lies in the form of employment. Enterprises want to achieve the maximum benefit through the minimum labor cost, but the salary of many dispatched workers is far lower than expected, and there is a strong psychological gap. The dispatched workers are managed by the employer, but the labor relations are managed by the dispatching company. This kind of management mode makes employees feel that they do not care about or depend on each other. They think that they are neither working in the dispatch agency nor a real "member" of the employing enterprise. These unstable factors lead to high sense of insecurity in their work. Due to the particularity of the coal industry, employees must carry out relevant training before taking up their posts, and the cost of training is also high. The influence of the relationship between the three parties will make the employers feel that the loss of employees caused by the high sense of job insecurity will inevitably increase the cost of the enterprise and damage the interests of the enterprise. Ellingson, Gruys,

sacker (1998) research shows that the first reason for employees to engage in labor dispatch is to voluntarily seek the corresponding reasons for the dispatch system, which are the sense of freedom, flexible working hours, diversity, and the potential to shorten working hours. The second factor is the reason for involuntarily seeking a job under the dispatch system, which is unemployment, difficulty in finding a long-term job, laid-off and tight labor market. In the form of labor dispatch, it includes voluntary labor dispatch workers, especially for those who have no skills and are older, they have a higher probability of employment through this opportunity; at the same time, in the process of employment, they can accumulate work experience and have a greater probability to engage in a long-term job; for non voluntary labor dispatch workers, it is because of work. Because of insecurity, work quality and other reasons, their work efficiency is greatly reduced.

Hu San Yi (2012) selected the job insecurity of enterprise employees as the research object. Through the relevant research conclusions, the employment quality can be effectively evaluated from four aspects: position salary, competition, social interaction and work execution. Employees' experience of job insecurity is due to the interaction of situational characteristics, individual characteristics or situational characteristics and individual characteristics, which affects the individual's interpretation of environmental factors and performance of behavior results.

Organizational career management is an activity carried out by an organization to maintain the career development of employees, which aims to help them get promotion and salary increase, and even transition to leadership positions. Baruch (1999). The contemporary employee mobility system supports a broader model. It will become more and more difficult for organizations to provide long-term and stable job security for employees. Organizations prefer flexible employment strategies more and more. Short term or temporary employment, dispatch system, personnel outsourcing and other forms of employment are increasingly widely used. The purpose of this study is to explore the predictive effect of dispatch system on job insecurity and the moderating effect of organizational career management on it. It helps to increase the employment flexibility and the ability to resist risks of dispatched employees, and has important guiding significance for the management of the organization and the practice of reducing the turnover rate of dispatched employees.

H1: dispatched employees have an impact on the form of employment and job insecurity.

H2: organizational career management has a moderating effect on the relationship between the form of employment and job insecurity.

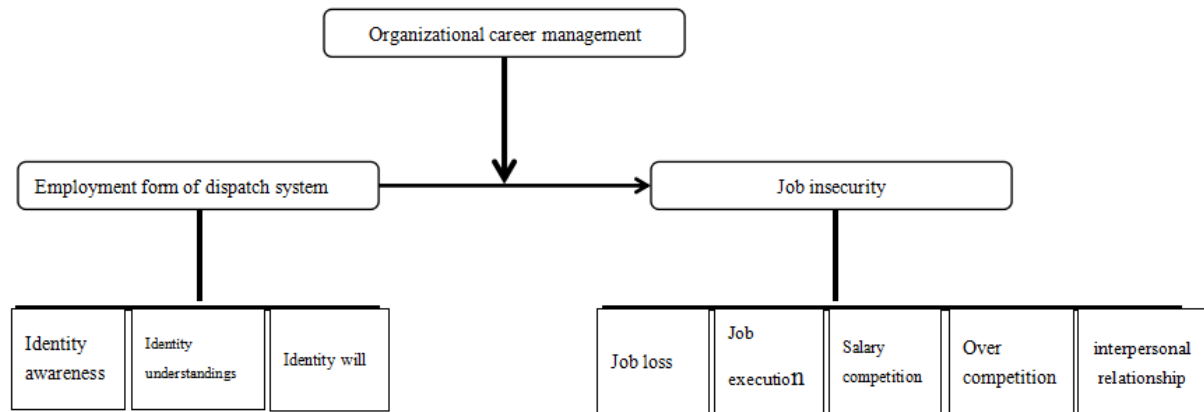


Figure 1 Theoretical framework

3.2 Research objects

In this paper, the main research is the relationship among organizational career management, dispatch employment and job insecurity. In most cases, their own knowledge level is not high, and they are sent to a coal company to engage in low-end, low-tech, and may be replaced production line jobs. They may be treated unfairly in their work, and even become a group discriminated against and looked down upon. For labor dispatch workers, a special group, they have strong work insecurity experience. It is because of the above reasons, in this paper, we choose the labor dispatch system employees as the research object, combined with the industry background of a coal company to carry out a systematic research, through the investigation of labor dispatch employees on the form of dispatch system employment, to study how to cause the influence of labor dispatch system employees' job insecurity.

3.3 Scale and questionnaire design

This paper uses the questionnaire of dispatched employees' cognition of employment forms compiled by Wang Xiaozhuang et al. (2010) to measure the subjective willingness of dispatched employees to employment forms. It is a one-dimensional questionnaire with four items. According to the Likert 5-point scale, the score includes 1-5 different points. The higher the score, the higher the degree of acceptance.

Based on the research of Hu Sanyi (2008), this paper uses his work insecurity scale to carry out the research. In the scale, the research is mainly carried out from five dimensions, with a total of 20 items. For example, there are four options for the topic of job insecurity, including four items at the same time, and insecurity in four aspects, such as execution, salary promotion, excessive competition and interpersonal

relationship. Through the measurement of job insecurity, we can see that employees' concerns and uneasiness when they face the possible loss of their existing jobs; the dimension of job execution insecurity is to evaluate employees' worries in the process of work; the dimension of salary promotion insecurity is to evaluate employees' concerns about future development and career prospects; and the dimension of excessive competition insecurity is to evaluate employees' anxiety, The measurement is a kind of concern that employees may lose competitiveness in their work; through the dimension of interpersonal insecurity, it is a kind of concern and uneasiness of employees in the process of getting along with colleagues and leaders. In this paper, we mainly use the Likert 5-point scale to score, and the score is 1-5 respectively. From the score, we can know that employees' experience of job insecurity.

In this paper, the organizational career management scale adopts the concise version developed and revised by Sturges et al. (2002) for research. In this scale, it mainly includes five items. At the same time, the scoring method of the scale mainly adopts 1-7 different scores. According to the score degree, it indicates the intensity of employees to organizational career management.

Results and Discussion

3.1 Descriptive analysis

	N	Minimum value	Maximum	Mean value	Standard deviation	Skewness	Kurtosis
Form of dispatch employment	313	1.000	5.000	3.283	0.991	-0.421	-0.961
Job insecurity	313	2.100	4.600	3.344	0.568	0.090	-1.082
Organizational career management	313	1.250	6.750	4.670	1.190	-0.589	-0.410

According to the descriptive analysis, the sample size of this survey is 313, in which the mean and standard deviation of the form of contingent employment are 3.283 and 0.991 respectively; for job insecurity and organizational career management, the mean and standard deviation are 3.344 and 4.670 respectively, and 0.568 and 1.190 respectively. According to the above data, the skewness and kurtosis of these dimensions are less than 2, which indicates that the distribution of the above variables is normal distribution.

3.2 Reliability Analysis

Name	Correction item total correlation(CITC)	α coefficient of deleted item	Cronbach α coefficient
A1:I'd like to be a dispatched employee.	0.640	0.824	0.847
A2:Because of the competitive pressure of employment, I can only accept my status as a "dispatch system" employee.	0.659	0.816	
A3:The employment form of "dispatch system" has created freedom of employment choice for me.	0.788	0.758	
A4:Flexible form of employment is the inevitable trend of talent flow, so it doesn't matter whether it's formal or dispatched staff.	0.663	0.814	
Standardization Cronbach α coefficient : 0.846			

It can be seen from the data in the above table that the coefficient value of reliability exceeds 0.8 and reaches 0.847, which indicates that these research data have ideal reliability quality. At the same time, after deleting one item, we find that the reliability coefficient does not increase significantly, which indicates that the item can not be deleted.

By calculating the "CITC value" of the analysis items, it is concluded that the known value exceeds 0.4, which indicates that there is an ideal positive correlation between the analysis items. It shows that it has a good level of reliability. According to the above description, the reliability coefficient of the analysis data is greater than 0.8, which indicates that the data has high reliability and can be used for the following analysis.

Name	Correction item total correlation(CITC)	α coefficient of deleted item	Cronbach α coefficient
B1 I often worry that if I run into financial difficulties, I will be dismissed.	0.699	0.800	0.847

B2 I often worry that if I run into financial difficulties, I will be dismissed.	0.639	0.825	
B3 I often worry about the possibility of being resigned.	0.641	0.824	
B4 I am often troubled by the idea of career.	0.772	0.767	
Standardization Cronbach α coefficient : 0.847			

It can be seen from the data in the above table that the coefficient value of reliability exceeds 0.8 and reaches 0.847, which indicates that these research data have ideal reliability quality. At the same time, after deleting one item, we find that the reliability coefficient does not increase significantly, which indicates that the item can not be deleted.

By calculating the "CITC value" of the analysis item, it is concluded that the known value exceeds 0.4, which indicates that there is an ideal positive correlation between the analysis items. It shows that it has a good level of reliability. According to the above description, the reliability coefficient of the analysis data is greater than 0.8, which indicates that the data has high reliability and can be used for the following analysis.

Name	Correction item total correlation(CITC)	α coefficient of deleted item	Cronbach α coefficient
C1 I am worried that I am only engaged in simple and repetitive work in my current unit.	0.620	0.810	0.834
C2 I am worried that it is difficult for the unit to provide the necessary work resources (people, things, information, etc.) in the work.	0.669	0.789	
C3 The lack of significant influence of my work in the unit worries me.	0.759	0.747	
C4 I'm worried that if I continue to work in the current unit, my ability will not be improved.	0.625	0.808	
Standardization Cronbach α coefficient : 0.834			

From the data in the table above, the coefficient of reliability is more than 0.8, reaching 0.834, which shows that the research data has a better reliability quality. At the same time, after deleting one item, we find that the reliability coefficient does not increase significantly, which indicates that the item can not be deleted.

By calculating the "CITC value" of the analysis item, it is concluded that the known value exceeds 0.4, which indicates that there is an ideal positive correlation between the analysis items. It shows that it has a good level of reliability. According to the above description, the reliability coefficient of the analysis data is greater than 0.8, which indicates that the data has high reliability and can be used for the following analysis.

Name	Correction item total correlation(CITC)	α coefficient of deleted item	Cronbach α coefficient
D1 I'm worried about whether I can keep my current salary level.	0.640	0.819	0.844
D2 I am worried about whether my salary level can be raised in the future.	0.739	0.776	
D3 I am worried that I have not received equal treatment for my position in the unit.	0.649	0.815	
D4 I'm worried about the lack of promotion space in my unit.	0.695	0.795	
Standardization Cronbach α coefficient : 0.844			

It can be seen from the data in the above table that the coefficient value of the reliability exceeds 0.8, reaching 0.844, which indicates that these research data have ideal reliability quality. At the same time, after deleting one item, we find that the reliability coefficient does not increase significantly, which indicates that the item can not be deleted.

By calculating the "CITC value" of the analysis item, it is concluded that the known value exceeds 0.4, which indicates that there is an ideal positive correlation between the analysis items. It shows that it has a good

level of reliability. According to the above description, the reliability coefficient of the analysis data is greater than 0.8, which indicates that the data has high reliability and can be used for the following analysis.

Name	Correction item total correlation(CITC)	α coefficient of deleted item	Cronbach α coefficient
F1 I'm afraid that if I don't make special efforts, I will be eliminated by the unit.	0.772	0.787	0.857
F2 I'm afraid that the company will continue to improve the requirements of its employees.	0.685	0.824	
F3 I am worried that I need to constantly improve my knowledge and ability to cope with my present work.	0.688	0.822	
F4 I'm afraid that my position in the company will soon be replaced by others.	0.664	0.832	
Standardization Cronbach α coefficient : 0.857			

It can be seen from the data in the above table that the coefficient value of reliability exceeds 0.8, reaching 0.857, which indicates that these research data have ideal reliability quality. At the same time, after deleting one item, we find that the reliability coefficient does not increase significantly, which indicates that the item can not be deleted.

By calculating the "CITC value" of the analysis item, it is concluded that the known value exceeds 0.4, which indicates that there is an ideal positive correlation between the analysis items. It shows that it has a good level of reliability. According to the above description, the reliability coefficient of the analysis data is greater than 0.8, which indicates that the data has high reliability and can be used for the following analysis.

Name	Correction item total correlation(CITC)	α coefficient of deleted item	Cronbach α coefficient
G1 I am worried that my working ability will not be recognized by the leaders.	0.613	0.776	0.814
G2 I'm worried about not getting the attention of the leaders.	0.695	0.736	
G3 I'm worried that the good relationship with the leaders can't be maintained all the time.	0.607	0.778	
G4 I'm worried that the complex interpersonal relationship in the unit will bring all kinds of adverse consequences to myself.	0.623	0.771	
Standardization Cronbach α coefficient : 0.814			

It can be seen from the data in the above table that the coefficient value of reliability exceeds 0.8, reaching 0.814, which indicates that these research data have ideal reliability quality. At the same time, after deleting one item, we find that the reliability coefficient does not increase significantly, which indicates that the item can not be deleted.

By calculating the "CITC value" of the analysis item, it is concluded that the known value exceeds 0.4, which indicates that there is an ideal positive correlation between the analysis items. It shows that it has a good level of reliability. According to the above description, the reliability coefficient of the analysis data is greater than 0.8, which indicates that the data has high reliability and can be used for the following analysis.

Name	Correction item total correlation(CITC)	α coefficient of deleted item	Cronbach α coefficient
H1 When the company can not provide development opportunities, I can look for opportunities outside.	0.613	0.827	0.847
H2 I should be responsible for the success or failure of my career.	0.669	0.812	
H3 Generally speaking, I have an independent and independent career.	0.620	0.825	
H4 Free choice of career path is one of my most important values.	0.625	0.824	
H5 Before that, I thought more about my future by finding a new job on my own than by others.	0.750	0.789	
Standardization Cronbach α coefficient : 0.847			

It can be seen from the data in the above table that the coefficient value of reliability exceeds 0.8 and reaches 0.847, which indicates that these research data have ideal reliability quality. At the same time, after deleting one item, we find that the reliability coefficient does not increase significantly, which indicates that the item can not be deleted.

By calculating the "CITC value" of the analysis item, it is concluded that the known value exceeds 0.4, which indicates that there is an ideal positive correlation between the analysis items. It shows that it has a good level of reliability. According to the above description, the reliability coefficient of the analysis data is greater than 0.8, which indicates that the data has high reliability and can be used for the following analysis.

3.3 Validity test of the questionnaire

In this study, factor analysis (CFA) is used to analyze the structural validity of the measurement model. After the construction of the measurement model, the maximum likelihood estimation method is used to estimate the parameters of the model effectively. The rationality of the structural model is effectively evaluated by the parameter of model fitting. It is mainly to use the performance of many model fitting indexes to evaluate the fitting degree of the model effectively. Generally, it is mainly from the following two types of test methods of fitting degree and parameters to evaluate the fitting degree of the model. Based on the previous theoretical model and hypothesis, the corresponding structural model is created. According to IBM SPSS Amos 23 software, the problem of fitting test is further analyzed.

Comm on indicat ors	χ^2	df	χ^2/df	GFI	RMSEA	CFI	NFI	TLI	IFI
Judging standar d	-	-	<3	>0.9	<0.10	>0.9	>0.9	>0.9	>0.9
value	33.42	26	1.285	0.977	0.03	0.993	0.971	0.991	0.994

According to the above table, in this research model, the fitness indexes such as χ^2 / DF , NFI, IFI, TLI, CFI, GFI and RMSEA all meet the standard, so the model fitness is very good.

In this paper, the mean variance (AVE) and the mean variance (CR) were used to evaluate the validity. For the convergence of each factor, the CR value and ave value must be more than 0.7 and 0.50. In addition, for each factor, if the square root value of ave is higher than the maximum value of the correlation coefficient of other factors, it means that the discriminant validity of ave is better.

In this study, 2 factors and 9 items were analyzed by confirmatory factor analysis. It can be seen from the above table that for these two factors, the ave value and Cr value are greater than 0.5 and 0.7 respectively. This shows that the aggregate validity of this data analysis is ideal.

	Form of dispatch employment	Organizational career management
Form of dispatch employment	0.783	
Organizational career management	0.129	0.732
Remarks : The diagonal number is the square root of Ave		

For the form of contingent employment, the square root value of ave is larger than the maximum absolute value of the correlation coefficient between the factors, which indicates that its discriminant validity is ideal. For organizational career management, compared with the maximum absolute value of correlation coefficient between factors, the square root value of ave is larger, which indicates that its discriminant validity is ideal.

Common indicators	χ^2	df	χ^2/df	GFI	RMSEA	CFI	NNFI	TLI	IFI
Judging standard	-	-	<3	>0.9	<0.10	>0.9	>0.9	>0.9	>0.9
value	286.408	160	1.79	0.919	0.05	0.952	0.943	0.943	0.953

According to the above table, in this research model, the model fitness indexes such as χ^2 / DF , nnfi, IFI, TLI, CFI, GFI and RMSEA all meet the standard, so the model fitness is very good.

In this study, 5 factors and 20 items were analyzed by confirmatory factor analysis (CFA). It can be seen from the data in the above table that for the five factors, the ave value is more than 0.5, while the corresponding CR value is more than 0.7. This shows that the aggregation (convergence) validity of the analysis data is very ideal.

	Job loss	Job execution	Salary competition	Excessive competition	Interpersonal relationship
Job loss	0.777				
Job execution	0.162	0.765			
Salary competition	0.258	0.180	0.765		
Excessive competition	0.222	0.138	0.194	0.783	
Interpersonal relationship	0.262	0.049	0.246	0.228	0.730
Comments on a form : The diagonal number is the square root of Ave					

The root value of ave is 0.777, which is more than the maximum absolute value of correlation coefficient between factors, which is 0.262. This shows that ave has ideal discriminant validity. It is concluded that the square root value of ave is larger than the maximum absolute value of correlation coefficient between factors, which is enough to explain the rationality of discriminant validity. Compared with the maximum absolute value of the correlation coefficient between factors, the square root value of ave is larger, which is enough to explain the rationality of its discriminant validity. Compared with the maximum absolute value of correlation coefficient between factors, the square root value of ave is larger. It is enough to show the rationality of its discriminant validity. Compared with the maximum absolute value of correlation coefficient between factors, the square root value of ave of interpersonal relationship is larger, which is enough to explain the rationality of its discriminant validity.

4.4 Regression analysis

	Unstandardized Coefficients	Standardized coefficient	t	p	VIF	R ²	Adjusted R ²	F
--	-----------------------------	--------------------------	---	---	-----	----------------	-------------------------	---

	B	Standard error	Beta						
constant	2.768	0.106	-	26.066	0.000**	-			
Employment form of dispatch system	0.176	0.031	0.306	5.671	0.000**	1.000	0.094	0.091	F(1,311)=32.157,p=0.000
Dependent variable : Job insecurity									
D-W 値 : 1.949									
* p<0.05 ** p<0.01									

It can be seen from the data in the table above that the independent variable is the form of dispatch employment, and the dependent variable job insecurity is linearly regressed. Finally, the R square value of the model is calculated from the data in the table above, which is 0.094, which shows that 9.4% of the reasons for the change of job insecurity are related to the form of dispatch employment. At the same time, the F test of the model is carried out, and the final conclusion is drawn The model has passed the F test ($F = 32.157$, $P = 0.000 < 0.05$), which shows that the form of dispatch employment will have a certain impact on job insecurity. Combined with the relevant model, the relationship between them can be expressed by the formula of job insecurity = $2.768 + 0.176 * \text{dispatch}$.

By calculating the form of dispatch system, the regression coefficient is 0.176, which shows that the form of dispatch system has a significant positive impact on job insecurity.

In conclusion, the form of dispatch work will have a positive and significant impact on job insecurity.

The purpose of this paper is to study the influence of independent variable (employment form) on dependent variable (job insecurity) without considering the interference of regulatory variable (organizational career management). The independent variable (form of dispatch) showed significant difference ($t = 5.671$, $P = 0.000 < 0.05$). It means that the form of dispatch has a significant impact on job insecurity. There was a significant interaction between the form of contingent employment and organizational career management ($t = 5.949$, $P = 0.000 < 0.05$). It means that when the form of contingent employment has an impact on job insecurity, the moderating variable of organizational career management, because it is at different levels, its impact range will also have different changes.

Average value	0.150	0.029	5.222	0.000	0.093	0.206
High-level (+1SD)	0.331	0.041	8.060	0.000	0.251	0.412
Low-level (-1SD)	-0.032	0.043	-0.753	0.452	-0.116	0.051

According to the results of simple slope test, for the form of dispatch employment and job insecurity, in the case of higher organizational career management, it will show a higher regulatory; at the same time, its regulatory role is not significant in the case of irrational organizational career management.

Conclusion

5.1 Conclusion and suggestion

The research results show that the following research results are obtained through questionnaire survey, and the influencing factors of the insecurity of labor dispatching staff in a coal company are clarified. This study finds that the "dispatching employment form" is regarded as the antecedent variable, and the sense of insecurity of dispatched employees will also be affected. According to the analysis results, it is shown that the dispatched employees not only recognize the freedom of employment choice and various job opportunities created by such employment forms; meanwhile, it will not reduce the sense of insecurity, but show that employees are worried. In the unit, the competitiveness of the work will be lost. At the same time, the results of post inspection show that the low education level groups are more active in the employment form of the dispatching system. Combined with the post dispatching staff, it is found that the employment mode is generally selected by the lower education group. The reason may be that the employment situation is still grim, and the dispatching institutions can save many links and provide the post to obtain labor remuneration more directly. A coal

company belongs to this type of company, which further strengthens the communication and cooperation with the labor dispatch company. Meanwhile, it is necessary to gradually improve the corresponding labor employment management system, promote the detailed and institutionalized management, actively explore the employment demand of coal mine, understand the operation of each post, and optimize the living conditions under the existing preparation, so as to make the preparation and salary of all directions The salary tends to be reasonable, and at the same time, the labor dispatch personnel can gradually identify with the company's corporate culture, and really play the role of labor dispatch as a form of employment, and the enterprise management and human resource management should play its due role and improve its management efficiency.

Organizational career management has a significant moderating effect on the impact of the interaction between the form of dispatch employment and organizational career management on the sense of insecurity of excessive competition. As an exploration of the environment, the perception of organizational career management not only reflects the difference between the subjective and objective understanding of the environment, but also leads to the mismatch between the individual and the environment. The results of simple slope test show that: under the high moderating effect, further at a high level, organizational career management is a kind of organizational support for dispatched employees. In the low sense of organizational support, individuals lack the willingness to return and identity due to organizational support and attention, and work insecurity is enhanced. The reason why workers have the right to choose to work in a coal company in the form of labor dispatch is also attracted by the treatment and strength of the enterprise. Therefore, at this time, the company can adopt the incentive mechanism of transferring to regular employees to encourage the dispatched employees, so that they can understand that as long as they compound conditions, they will have the opportunity to become regular employees of the enterprise, and they can get the corresponding benefits and benefits. This is to have strong motivation, give full play to their subjective initiative, and better complete the work.

Based on the results of this paper, the paper explores the relationship among the employment form of dispatch system, the organization of career management and the sense of insecurity. From the perspective of a coal company management, there are several enlightenments as follows:

(1) Reduce the imbalance of employees due to the difference of employment form, and effectively alleviate the production of work insecurity experience. The results show that even employees with positive and adaptive attitude towards the employment form of dispatch system will still have strong experience of

insecurity. This kind of continuous worry not only damages the physical and mental health of employees, but also affects the trust and commitment of employees to the enterprise, and even affects the personal work efficiency and then harms the interests of the organization.

(2) Pay attention to the professional growth, personal growth and working environment of employees. Let employees give full play to their potential, so as to better serve the enterprise and society. For coal mining, the main reason for the lack of challenges lies in the long time of the company, and very boring, a large number of repetitive work, will certainly strike its work enthusiasm, even hate the work. In the face of these problems, as a coal company, it can regularly carry out corresponding skills competition, post technical training and other activities, so that employees can learn from each other during the competition, and exchange experiences, so that employees can be more enthusiastic about the post work and improve work efficiency. Secondly, we need to consider the needs of the post regularly and combine the needs of the employees so that the employees can have the opportunity to transfer or promote. Let them have more attempts in the post, understand the characteristics of the work in the non-use stage, make them more expect to work, more willing to take the initiative to work, complete the work, but also ensure the work efficiency.

Although some meaningful conclusions have been obtained in this study, there are still some deficiencies and need further study. Due to time limit and force majeure, only 313 valid questionnaires have been received. Therefore, in order to strengthen the reliability and reliability of this study, the number of samples and the scope of collection can be expanded in future research, and questionnaire collection can be conducted in different urban areas and different scales. This makes the questionnaire more universal and can reflect different regions and enterprise scale to further Expand the sample range. In the future, more research and research will be added, and more coal enterprises will be included in the research category as far as possible. In this way, the universality of the research will be increased, and the conclusions drawn will be more reference significance.

References

- Baruch, Y. (1999). Integrated career systems for the 2000s. *International Journal of Manpower*. Vol. 20(7), 432-457.
- Ellingson, J. E., Gruys, M. L. & Sackett, P. R. (1998). Factors related to the satisfaction and performance of temporary employees. *Journal of Applied Psychology*. Vol. 83(6), 913-921.
- Hu sangi. (2008). Job insecurity and its influence mechanism on organizational outcome variables. (medical dissertation, central China Normal University)

-
- Hu Sanya.(2012).Research on the relationship between job insecurity and organizational commitment of employees -- with psychological contract breach as the mediating variable. Economic management,Vol. 34(8),105-113
- Sturges, J., Guest, D., Conway, N. & Davey, K.M. (2002). A longitudinal study of the relationship between career management and organizational commitment among graduates in the first ten years at work. Journal of Organizational Behavior.Vol. 23, 731-748.
- Wang Xiaozhuang. & Chen Shiping. (2007). Psychological contract characteristics of dispatched employees. Journal of Guangzhou University (SOCIAL SCIENCE EDITION),Vol. 6 (7), 21-25