

Running Head: Part-time employment

**COST AND EFFECTS OF PART-TIME EMPLOYMENT
ON AN ORGANIZATION AND ITS WORKFORCE**

Masters Project by
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I dedicate this paper to my life partner, my wife of thirty-five years, my best friend and my companion into eternity. Kathy, I would never have taken this fork in my life, never have written this paper, and never have been as proud of myself if it were not for you.

Thank you!

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ABSTRACT

One of the changes that is occurring in the labor markets in the United States is the growth in the number of involuntary part-time positions. Many of these jobs do not offer the benefits that full-time employees have grown accustomed to having. This research paper examines a specific organization and its utilization of part-time employees. It looks at the events and policies that led up to the creation of a two-tier labor force: one group of full-time union employees who enjoy full benefits, and a group of part-time employees, also members of the union, but who have no health benefits, no paid holidays, vacations or sick days. Interviews with individuals from the two distinct workforces were conducted and analyzed. Findings included the blame placed on the union for the part-time situation, resentment and conflict that part-timers hold towards their full-time colleagues, and the low morale that exists due to management breaking psychological contracts with their contingent workers. Perceived injustices continue to confront the part-time workers, particularly when it comes to negotiating a union contract with an employer who successfully created a distinct splitting of the workforce.

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