

Magisteruppsats

Master's thesis, one year

Human Resource Management
15 credits

THE PROS AND CONS OF WORKING IN TEMPORARY AGENCY WORK

CASE OF WORKER PERSPECTIVE IN THE SWEDISH LABOUR MARKET

DORCUS A. ADONGO



Mittuniversitetet

MID SWEDEN UNIVERSITY

Campus Härnösand Universitetsbacken 1, SE-871 88. Campus Sundsvall Holmgatan 10, SE-851 70 Sundsvall. Campus Östersund Kunskapens väg 8, SE-831 25 Östersund.
Phone: +46 (0)771 97 50 00, Fax: +46 (0)771 97 50 01.

Abstract

Purpose: This thesis aims at exploring some of the possibilities, opportunities and challenges within the temporary agency work sector from both the regular and the temporary agency workers points of view within the Swedish labour market.

Background: Temporary agency work sector in the past two decades has been a fast growing sector that has got many young people into the labour market. With the current changes in the global economy, many organizations are turning more to these organizations to enable them adapt to changes in their environment. In Sweden for instance, the growth and development of this sector has primarily been due to the constantly increasing rates of unemployment, massive job losses and also as a result of de-regulation of labour regulations.

Methodology: A quantitative survey was carried out using structured questionnaires in three companies that largely engage in hiring of temporary workers. A total of 137 regular and temporary agency workers, took part in the survey which was conducted through a web-survey to e-mail addresses provided by client companies and temporary work agencies and for those who had no access to e-mail received the questionnaires during staff meetings.

Findings: Majority of those engaged in this sector are young people of ages between 20 and 30 years old, with high school education level and not married but maybe living with girlfriend or boyfriend. It resulted that many see these sectors as offering an entry point into the labour market through which they feel recognized and hopefully can advance their careers. Although all that glitters is not gold, those who work within this sector are also faced with various challenges that make it more of a stepping stone work place such as lack of control, complex interpersonal, insecurity and being treated as commodities and the inability to decide when, where and how to work, with very little or no control of when they can take off.

Conclusion: On testing the hypothesis in relation to the possibilities, opportunities and challenges of working in the sector, it was not very obvious within the sector that in general the regular staff had more favourable conditions than the temporary, but it did vary from one situation to the other and more often than not they had similar conditions. For instance, individualized flexibility was equally not easy to achieve by the employees within the two groups.

Keywords; *Temporary Agency Work, Temporary Agency workers, Client Company, Regular/ordinary staff, Motivation*

Table of Content

Abstract	ii
Introduction	1
Concept Clarification	4
Background Information.....	5
Theoretical Framework	10
Introduction	10
Expectancy theory	10
Equity theory.....	12
Herzberg two-factor theory	14
Methodology	16
Results & Analysis.....	18
Labour Market Entry	20
Commodification	22
Job Security	24
Interpersonal Relationships	26
Control & Performance.....	28
Flexibility	30
Conclusions	32
Reference.....	33
Appendix	35
Questionnaire	35

Introduction

The changes in the global economy that began in the mid-1970s created conditions that led countries, organizations and workers to search for more flexibility in employment which marked the beginning of nonstandard work arrangements such as part-time work, temporary agency work, and contract work (Kalleberg 2000). Global economic changes increased competition and uncertainty among firms which put greater pressure for cost-effectiveness in production and being more flexible in contracting with their employees. The rise of unemployment also brought about by sluggish economic growth meant that countries, companies and organizations could no longer provide full-time employment for all. Technological improvements in production, communication and information systems did also play a central role in the adaption of nonstandard work since they made it easier for organizations to specialize in production, eased access to temporary workers (phone-call away) and put more reliance on outside suppliers (Kalleberg 2000). Labour law changes allowing nonstandard work encouraged employers to adopt these flexible working practices, and on the other hand entry of married women into the labour market and people also opting to stay longer in jobs, but preferring flexible work arrangements were also key facilitating factors in the work employment terms.

Working in temporary agency work sector in the past two decades has been a fast growing sector for getting many young people into the labour market. With the current changes in the global economy, many organizations are turning more to these organizations to enable them adapt to changes in their environment, where temporary agencies constitute the modern day labour reserve that acts as an intermediate between employers and employees. They help employers to solve problems associated with understaffing as well as overstaffing positions with expensive full-time, permanent workers who may not be utilized and lower recruitment and screening costs by so employing the best (Kalleberg 2000).

Generally the primary motivation for many if not all in the temporary agency work sector is to acquire skills and experience that are very vital for their career development, to obtain permanent jobs and get the possibility of combining work with other life commitments such as studies and family life (Olofsdotter, u.d.). Majority of temporary agency work are low skilled, therefore working in this sector can be quite adverse for human capital development (Deerey and Kinnie 2002). TAW is also known to affects mobility of permanent workers

since many client companies are opting for hiring of staff through agencies to enable them reduce production costs.

The study focuses on Sweden, where the growth and development of temporary agency work sector has primarily been due to the constantly increasing rates of unemployment, massive job losses as a result of de-regulation of labour regulations (Storrie 2006) and restructuring of the welfare regime from a more social democratic one to one that is more liberal (Esping-Andersen 2007). It is also important to note that workers in this sector have same level of employment security as those in other forms of employment such as the regular staff, and they are covered by general employment rules such as collective bargaining agreement with a trade union membership guarantees them an 80% of their salary when they do not get assignments (Storrie 2006).

In this paper I have explored the possibilities, opportunities and challenges that influence individual's preferences of opting to join and stay or not stay in the sector. The work begins with the background information on the temporary agency work, some of the factors that have led to the rapid rise of the sector. The next chapter deals with the three theoretical frameworks that influence individual's behaviour; these are three different models of motivation that seem to play a central role. The methodology design used to gather the information is a quantitative survey questionnaire administered in three organizations known for largely using temporary agency workers. Lastly but not least is the results and analysis of the findings and the concluding remarks.

Aim

To explore and compare the perspectives of both regular and temporary agency workers on the possibilities/opportunities and challenges experienced within the temporary work agency sector in the fast growing and changing labour market.

Research Questions

What are the possibilities and opportunities in temporary agency work?

What are the challenging factors in temporary agency work?

Hypothesis

Temporary agency workers have less favourable work conditions, possibilities and opportunities.

Temporary agency workers have equally work conditions, possibilities and opportunities as regular workers/employees.

Significance of the Study

Temporary agency work over the past two decades has had tremendous growth and many have got the opportunity to actively participate in the labour market, but there are still many people who still are unemployed and hesitant to grab the opportunities due to various reasons and factors, which I have no intention of going deeply into in this paper but could be a subject in future research. In this work I intend to give a deeper insight of how it is to work in this sector, from the perspectives of both regular and temporary agency workers on the possibilities and opportunities within the sector that could help those who are willing to give it a chance and on the other hand, that the challenges highlighted will be an eye opener to organizations, client companies, agencies, workers and managers to enable them create better work environment that will lead to improved performance, increased productivity and better job satisfaction.

Concept Clarification

Temporary Work Agency; involves a third party, an agency, which acts as an intermediary between the worker and the client company. Although contractual regulations vary in different countries, in most places it is the agency that employs the workers and then hires them out to client companies on a temporary basis, as needed. In this paper it is temporary work agency and temporary agency work are used interchangeably.

Temporary Agency Worker; Refers to employees who are employed by the temporary work agencies and then hired out to client companies.

Regular /Ordinary employees; Are employees with stable contracts and those employees who have had, and continue to have, an explicit (written or oral) or implicit contract of employment, or a succession of such contracts, with the same employer on a continuous basis. Regular employees are those employees with stable contracts for whom the employing organization is responsible for payment of taxes and social security contributions and/or where the contractual relationship is subject to national labour legislation (ILO definition).

Motivation; refers to the ability to pursue a goal for personal achievement. It is the persistence to complete what one has started.

Working conditions; refers to the working environment and to the non-pay aspects of an employee's terms and conditions of employment. It covers such matters as the organization of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance (Eurofound 2007).

Background Information

Temporary Agency Work has been a rapidly growing form of atypical work in the EU over the last 20 years as part of the general movement towards increased flexibility in employment. It is estimated that over three million workers in the EU are currently temporary agency workers and the numbers involved in this sector have been increasing (Eurofound 2007). A large proportion of temporary agency work is done by low-skilled workers, although many assignments are also for skilled technical and professional positions. The degree of regulation of agency work by Member States ranges from very strict to very flexible, from legislative regulation to regulation by collective agreement or even codes of conduct. Regulation of the employment relationship in agency work engages not only the employer and employee, but also the third party user of the services provided by the agency and by the employee (triangular employment relation)¹.

In Denmark, Italy, Spain and Sweden, the use of temporary agency workers has increased five-fold, and has at least doubled in most other countries, according to the Dublin-based European Foundation for the Improvement of Living and Working Conditions. By 2000, 2% of workers in the old Member States (EU-15) were on temporary agency contracts. Each year, some 6 million people are on the agencies' books at some time or other (European Trade Union Confederation 2007).

The nature of jobs varies between countries, as does the gender profile of workers (Nienhuser and Matiaske 2006). In the UK, some 80% of temporary agency work is in the service and public sectors, while three-quarters is in construction and manufacturing industry in France. In most of the EU-15, the majority of workers are male, but in all three Nordic countries there are more women, and proportions are roughly equal in the Netherlands and the UK (European Trade Union Confederation 2007). In general, temporary agency works are set up for a limited period of time, but there are exceptions. In Germany and Sweden, for example, temporary agency employment are usually drawn up for an unlimited period of time, while in other countries (e.g. the Netherlands, Italy) contracts become permanent after a certain period of employment for one and the same temporary employment agency (Nienhuser and Matiaske 2006).

¹ Ibid, EuroFound 2007

In Sweden, the early nineties saw one of the most dramatic worsenings of any labour market in Europe since The Great Depression. Unemployment, which seldom rose above 2% during the entire post-war period, exploded at the beginning of the decade and more than quadrupled in a period of just less than two years (Storrie 2006) there was massive job loss. In 1990 there were 4.5 million jobs in Sweden and by 1994 half a million of these had disappeared (Eurofound 2007). Recently there has been a clear improvement particularly as regards unemployment, even though employment rates have not yet improved to the same extent. However, the most recent years have seen a remarkable improvement and are categorized by the National Labour Market Board as being of the greatest increase since the Second World War.

Since the 1990s there has been a continuous structural transformation of Swedish employment which is typical of that in other advanced OECD countries, the long-term shift out of manufacturing. However, the trend of a shift into the public sector has ceased. Privately owned services, and in particular business services have increased their share. These trends have consequences for the growth of contingent employment, an employment relationship that can be terminated with minimal costs within a predetermined period of time (Bergström and Storrie, 2003). Contingent employment has been the subject of much legislative activity in the last decade, at both the national and European level. Temporary agency work, in particular, has recently been extensively de-regulated in most European countries and not only due to a recent spate of legislation but also because agency work is the type of contingent employment that grew most rapidly in the 1990s.

In Sweden temporary agency work as a sector in the labour market is not very young but still small and is estimated to employ around 1.7% of the workforce (My News desk; Bemanningsföretagen 2010). This sector was illegal with small exceptions until, a 1993 law that legalized private employment agencies and work agencies (Håkansson and Isidorsson 2007). However it is still not considered a sector in literal sense, but seen as a service provider to other sectors. Currently it is encouraged and treated as any other form of business and their employment contractual status are regulated as other forms of employment (Håkansson and Isidorsson 2007).

The Swedish labour market has seen a continuous decline in the standard open-ended contract form of employment although it is still the most prevalent form of employment, many sectors such as assembly lines and warehouses are opting for a more flexible employment system by

so hiring through the temporary work agencies. The workers in this sector are covered by agency general employment rules such as collective bargaining agreement and their trade union membership guarantees an 80% of their salary when they do not get assignments (Bergström and Storrie, 2003). This means that the agencies have to be efficient in getting the workers who are out of assignments placements as soon as possible to minimize their expense on paying them even when they are not working. As much as these may be the case and conditions that apply in these sector, workers joining this sector still have own perceptions and situational factors that influence their joining and staying within the sector, which are further discussed in the findings as possibilities, opportunities and challenges of working within temporary agency work.

Why Temporary Agency Work (TAW)?

In many European countries, the growth of agency work is often seen to be related to the rise of unemployment since the 1970s. Indeed, in the Swedish case there is a very close correlation between the growth of various forms of temporary labour and the dramatic worsening of the labour market in the early 1990s. The increase of agency work in the 1990s in Europe is also argued to be as a result of deregulation of the sector.

More and more companies are using temporary agency work to cut costs and increase flexibility by allowing them to adjust their staffing needs at short notice (Nienhuser and Matiaske 2006). It also helps employers to find workers with specific skills, as and when they want them, while avoiding recruitment and administration expenses. They are also known to use temporary agency workers to fill in for staff absences. This arrangement has also been pointed out as beneficial for individuals, enabling them to work flexibly when they want to, or gain experience in a specific sector. Work flexibility, from a worker perspective is supposedly expected to enable them meet their personal, family, occupational, and community needs (Hill, et al. 2008). It gives the temporary agency workers possibilities of combining work with other life commitments such as studies and family life (Russel, O'Connell and Mc Ginnity 2009). Temporary agency work has also been known as a stepping stone to the labour market (Kalleberg 2000). It facilitates entry into the labour market, mainly for certain groups of workers (transitional workers) who use it as a bridge to permanent employment (Bergström 2001) and gaining skills and experience.

As much as it creates possibilities and opportunities in the current labour market system, it is also known to pose several challenges at different levels in the triangular employment relation. To begin with, the working conditions of temporary workers have been pointed out as being less favourable (Nienhuser and Matiaske 2006). These workers experience far less autonomy, are less able to decide when, how and where they work than regular employees and they also have less influence on their breaks, vacations and/or days off, have less time to complete their work, they receive less training and their wages/ salaries are also much lower than those of regular staff (Bergström 2001). Temporary agency workers are also often treated as outsiders and at times denied resources by permanent staff and efforts made to include the temporary agency workers, may also cause strain and tension on the interpersonal relationships between the two groups. (Svensson and Wolven 2010).

The other factor in temporary agency work that is somehow complex is flexibility. “Flexibility for whom?” as has been questioned by several scholars seems to bear different meaning depending on the context of its use (Karlsson 2007; Olofsdotter 2008). For instance is it from an organizational perspective or from a worker perspective? In previous studies this subject has found positive effects that benefit workers as well as organizations (Karlsson 2007). Flexibility has been seen as a way to increase effectiveness in the currently globalized economy. Companies use it as a tool for improving recruitment and retention, for managing workload, and for responding to employee diversity. It is about an employee and an employer making changes to when, where and how a person will work to better meet individual and business needs. This implies that the workers to some degree are able to choose where, when and for how long they engage in work-related tasks, which in the case of temporary agency workers is a limited ability but they are expected to be flexible and adaptable to Client Company and work agency requirements for accessibility in time and space (Olofsdotter, 2008). The standby nature of the job and uncertainty of what, when and where they get the next call to take up an assignment makes it very difficult to have a functionable work-private life balance².

For the organizations flexibility is all about creating conducive atmosphere for adapting to environmental changes by varying workforce size and grouping them as permanent staff with competence and as temporary staff that can easily be accessed or dismissed to reduce on production costs and achieve efficiency, effectiveness and greater productivity (Hill, et al.

² Ibid, Olofsdotter, 2008

2008). This has led to these temporary agency workers being treated more or less as interchangeable commodity.

Overall, research shows that a higher proportion of temporary agency workers are unhappy with their jobs and conditions than permanent staff. Many do not choose this way of working, but would prefer secure employment. The majority of temporary workers are male, with the exception of the Scandinavian countries, where young people, women and immigrants represent the greater portion (Olofsdotter, u.d.). Young people under the age of 25 make up the largest category of temporary agency workers in general. Many of these workers also have lower education level than the average regular employee (Eurofound 2007) and are often hired out to large scale firms such as assembly and warehouses (Olofsdotter, 2008).

Youths who study find it easy to combine their studies with work in the TWAs, and those who have recently finished their studies can easily get into the labour market and gain valuable contacts for their future careers advancement (stepping stone). The fact that women are also many in the sector could be that much of the work performed by TWAs that they involve occupations traditionally bound to female labour, for example administrative personnel, telephonists, receptionists etc. Migrant workers use TWAs as a way to get in to an otherwise seemingly closed market (Brunk 2008).

Theoretical Framework

Introduction

In this framework both process and content models of motivation are discussed. Process theories are mainly concerned with how people think and behave to get what they want, basically they explain why employees behave the way they do (Vroom's expectancy theory and Adam's equity theory), whereas content theories are mainly concerned with identifying and explaining internal factors that energize and direct human behaviour (Herzberg's two-factor theory) (Brooks 2003). In expounding on the actions and reactions in the TAWs sector that to a large extent determine the pros and cons of working through the agency, there are three theoretical frameworks that I have used to explain what determines or influence motivation of those employed. The first one is expectancy model, which argues that human action is conscious expectations to certain goals that bring reward hence enhancing performance, second is equity model that explains that perceptions of fair or unfair distribution of resources are bound to influence interpersonal relationships at work and third but not least is the Herzberg's two-factor theory also known as motivation-hygiene theory.

Expectancy theory

Expectancy theory was developed by Vroom (1964) an American psychologist who based his work on the idea that people tend to prefer certain goals or outcomes over some." It argues that humans act according to their conscious expectations that a particular behaviour will lead to specific desirable goals" (Brooks 2003, pg.50-51). It is based on the belief that employee effort will lead to performance and performance will lead to rewards, of which may be either positive or negative. The more positive the rewards are the more likely the employee will be highly motivated, while the more negative the less likely the employee will be motivated (Miner 2005). Human behaviour is directed by subjective probability, meaning individual's expectation is that their behaviour will lead to particular outcomes. In this case, we are looking at the expectations of temporary agency workers and this will guide in explaining what they see or find as possibilities and opportunities in taking up work within the temporary agency work sector.

The term *valence* applies to the value a person expects to achieve from an outcome, a feeling about outcomes. If there is a positive valence, (having the outcome is preferred to not having it (Craig 2008). If negative valence exists, not having the outcome is preferred. Outcomes may acquire valence either in their own right or because they are expected to lead to other

outcomes that are anticipated sources of satisfaction or dissatisfaction. For instance accumulation of earnings per se might be viewed as inherently satisfying to one person, but to another it is important as a means to an end of buying a sports car (Miner 2005). Vroom set forth a proposition as the base for establishing the valence of specific outcome:

The valence of an outcome to a person is a monotonically increasing function of the algebraic sum of the products of the valences of all other outcomes and his conceptions of its instrumentality for the attainment of these other outcomes. (Vroom 1964, 17)

This implies that the size of an outcome is dependent on the extent to which it is viewed as a means to various other outcomes and the valence of the other outcomes. Since the proposition calls for the multiplication of the perceived instrumentality by the valence of each other outcome, any such outcome that has no valence for a person or that has no instrumental relationship to the outcome whose valence is being computed takes on a zero value, adding nothing to the final sum (Miner 2005). An outcome with a large valence would tend to be one that is linked to many other outcomes, one that is considered highly instrumental to the attainment of a large number of these other outcomes, and one that is linked to other outcomes having large valences. Vroom applied this proposition to occupational choice, job satisfaction and job performance (Miner 2005).

Expectancy is a central variable in this theory. People develop varying conceptions of the probability or degree of certainty that the choice of a particular alternative action will indeed lead to a desired outcome. In contrast to instrumentality, which is an outcome-outcome like, expectancy involves an action-outcome linkage. Expectancies combine with total valence to yield a person's aroused motivation or potential for a given course of action. Vroom uses the term force to describe this combination and puts forth another proposition:

The force on a person to perform an act is a monotonically increasing function of the algebraic sum of the products of all the valences of all outcomes and the strength of his expectancies that the act will be followed by the attainment of these outcomes. Vroom 1996, 18)

The total force for an action is uninfluenced by outcomes that have no valence and also by outcomes that are viewed as totally unlikely to result from the actions, since again a multiplicative relationship between the two variables is posited. People are expected to choose

among action alternatives in a rational manner to maximize for. When an action is linked to many very positively valent outcomes by strong expectations that it will yield these outcomes, the force can be sizable. For example, promotion is a positive valent form an employee who would rather be promoted than not be promoted

Temporary agency workers enter the sector with expectations to achieve certain goals, which according to Herzberg are also known as the motivation factors such as achievement, recognition and advancement (promotion to permanent position). These workers join the sector with the belief that if they will be able to perform their work well and that their success will lead to positive outcomes (their goals). As discussed in the literature review, many of those employed in these sectors are young people in the beginning of their work career and often, taking up work in this sector is seen as accessible entry point into the job market and a place gain experience for future advancement.

Equity theory

Equity Theory was developed by John Stacey Adams, a workplace and behavioral psychologist in 1963. Much like many of the more prevalent theories of motivation (such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory), Adams' Equity Theory acknowledges that subtle and variable factors affect an employee's assessment and perception of their relationship with their work and their employer.

Equity theory attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. It describes the relationship between how fairly an employee perceives he/she is treated and how hard he/she is motivated to work. The basic idea behind the equity model is that workers, in an attempt to balance what they put in to their jobs and what they get from them, will unconsciously assign values to each of their various contributions (Brooks 2003). This means that the most highly motivated employee is the one who perceives his rewards are equal to his contributions. If the worker feels that they are working and being rewarded at about the same rate as their peers, then they will judge that is fair treatment.

Employees compare themselves with other employees who do not put in the inputs that are equal to the outputs they receive. They tend to compare themselves with other employees to find out if they are being treated fairly (Brooks 2003). Employees may seek a balance between their inputs and outputs and it is not always possible to provide them with correct balance. Although this does not mean that all employees have to be treated in the same way

and given what is given to the other employees and this is as a result of the subjective nature of motivation and that not all are motivated by the same outputs. For instance, a newly employed mother may be more interested in having work flexibility than pay increase as may be the case with other employees. To give a fair outcome to all employees, the managers should try and understand the employees better. They should know what the employee are aiming for and try to give them the best possible reward they expect. In temporary work Agencies (TWAs), often the employees from different organizations with different employment terms and conditions work together with the same duties under same managers, but despite all the similarities in duties, temporary agency workers do have less favourable working conditions, less autonomy, less pay, fewer possibilities to influence when, where and how they work when they compare themselves to the regular employees (Olofsdotter, 2008).

When employees feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are highly prone to feelings of disaffection and demotivation. The actual sense of equity or fairness (or inequity or unfairness) within equity theory is arrived at only after incorporating a comparison between our own input and output ratio with the input and output ratios that we see or believe to be experienced or enjoyed by others in similar situations (Miner 2005). It can arise either in form of anger (underreward) or guilt (overreward). Underreward performance effect occur to the extent that they do not jeopardize future rewards, but if they do, then avenues other than performance should be utilized to achieve equity. Overreward clearly has its effects and over an extended period of time. Perceived inequities lead to discontent, can influence performance, and can result in both trades and leaving the field. Expectations of future rewards exert a motivational influence; therefore the two theories complement each other.

This model explains why people can be happy and motivated by their situation one day, and yet with no change to their terms and working conditions can be made very unhappy and demotivated, if they learn that a colleague (or worse an entire group) is enjoying a better reward-to-effort ratio. In temporary agency work, these differences are very evident when we compare the work situation of temporary agency workers and regular employees, and to a large extent explain the high staff turn-over (Storrie 2006) and strained interpersonal relationship within the sector.

Herzberg two-factor theory

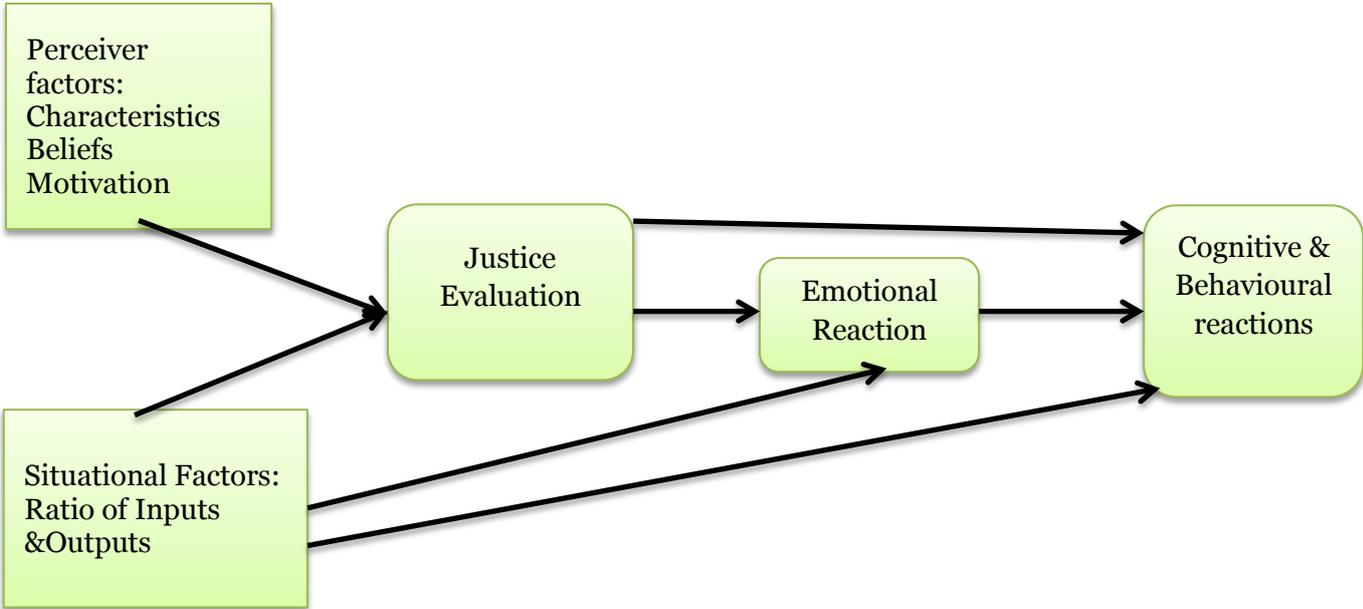
The two-factor theory was first developed by Frederick Herzberg in 1959 and developed further in 1966 and in 1976, although he prefers the term motivation-hygiene. This model is called two-factor because it has its rationale in the dual nature of its approach to the sources of job satisfaction and ultimately job motivation (Miner 2005). According to the hypothesis, the factors that lead to positive attitudes towards one's job are different from the factors that create negative job-related attitudes, in other words job satisfaction is not simply the opposite of job dissatisfaction, but independent of one another such that an employee can be happy about some aspects of his job while being unhappy about others (Craig 2008). Job satisfaction according to Herzberg is seen to result from achievement, recognition, the work itself, responsibility and advancement/promotion (Miner 2005). When present in a job, workers' basic needs get to be satisfied creating a positive feeling as well as improved performance. These are the intrinsic aspects of motivation related to personal growth and self-actualization. On the other hand job dissatisfaction are seen to result from work policy, administrative practices, supervision, interpersonal relations, working conditions, job security, benefits and salary which are also known as the hygiene factors (Miner 2005).

Herzberg points out that to ensure a positive feeling and good performance at work, managers must put efforts in achieving good hygiene factors and at the same time put focus on the intrinsic aspects. Meaning they should restructure the jobs to maximize the ability of workers to achieve goals that are meaningfully related to the doing of the job (Miner 2005).

A majority of people are best characterized in terms of both sets of need; there are a few others who are dominated by one set or the other. People who are highly growth-oriented who actually experience what they interpret as unhappiness when deprived of motivators, and those who are fixated on the hygiene-seeking. Hygiene seekers tend to be motivated over a short period of time and require constant supply of external rewards and are not reliable in time of crisis. (Miner 2005) Therefore organizations need to ensure that combine the two (hygiene & motivators) to ensure better performance and productivity. In temporary work agencies, employees are in constant need of external rewards as much as they may have internal factors that motivate them to take up the jobs. These hygiene and motivation factors are the determinants of the pros and cons of working within the sector.

In temporary agency work, we find that both motivation and hygiene factors are at play and these factors determine how employee can be happy about some aspects of his job while being unhappy about others within the sector.

Figure 1: General theoretical Framework on what determine or influence actions and reactions in Temporary Agency Work



In concluding this model as we can see from the figure above there are two factors at play, that is individual and situational factors that guide peoples evaluation of justice which in turn may yield their emotional reaction or directly make them behave or act in certain ways. As pointed out by Miner, “individuals differ not only in the utilities or valances they impute to various potential inputs and outcomes, but also in their inequity thresholds, tolerances for inequality tension, and the strength of their equity motivation relative to other types of motivation”(2005, pg.148). In the temporary agency work, these two factors are the push and pull factors of job seekers into the sector, and how they evaluate justice will determine their emotional reaction hence their cognitive and behavioural reactions to their work and work environment.

Methodology

Research Design

In this study research, a quantitative survey was carried out using structured questionnaires in three companies that engage in hiring of temporary workers. Quantitative research is all about quantifying relationships between variables. Variables are things like weight, performance, time, and treatment. Variables are measured on a sample of subjects, which can be tissues, cells, animals, or humans and the relationship between variable can be expressed using effect statistics, such as correlations, relative frequencies, or differences between means (Denzin and Lincoln 1998). Questionnaires are known to be cost effective, familiar to many people and reduce level of biasness.

Study Sample

The empirical data used in this paper, is derived from quantitative database that was collected in May and June 2008 in Swedish language, with the aim of studying the consequences of contracting of staff from TWAs for work conditions, attitudes and social interaction in client companies. A total of 137 regular and temporary agency workers, took part in the survey which was conducted through a web-survey to e-mail addresses provided by client companies and temporary work agencies and for those who had no access to e-mail received the questionnaires during staff meetings. The target group was composed by workers from three organizations know for extensively using staff from temporary work agencies. The participants were randomly sampled from three represent different organizations; industrial production in telecommunication that offers full-time blue collar job, mechanic also a full-time male dominated with blue collar jobs and a call centre which is a white collar job organization working with telephone support in TV, broadband and telephone. The participants were aged between 20 and 64 years of age.

In this paper, the research focus and interest is to describe the issues raised by the regular and temporary agency workers on the possibilities, opportunities and challenges of working in the temporary agency work sector as a hired staff. The total number of hired staff who took part in the survey was 67 of which 43 were males and 24 females. 34 participants were drawn from the production organization in Gävle, 21 from the mechanic organization in Olofsfors and 12 from the call centre in Umeå.

Analysis

The data was computed and analyzed in SPSS statistics 17.0. ANOVA was used to test the hypothesis and frequencies of responses from the two groups for comparing the attitudes. Using Pearson chi-square tests the significance or alpha level for all analyses was a .05. On some variable analysis the data was split using question 13 that asked on *what staff group the participant belonged to* which was either regular employee group or temporary employee group for comparison purposes of the opinions from the two groups. The percentages presented in the result tables are in the discussions rounded off to the nearest whole number.

Validity and Reliability

“Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions and will often look for the answers in the research of others” (Golafshani 2003). This study was conducted using a survey questionnaire that was made available to several participants in different companies via e-mail and those who had no mail address got the questionnaires delivered to them. Although through survey people are not able to express the way they feel but to choose from already designed answers such as; agree, neither agree nor disagree and disagree, which are only approximations of how the participants feel, it did capture the opinions of workers in a broader perspective and to get further in-depth triangulating with results from qualitative interviews would strengthen the validity.

“Reliability determines the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable (Golafshani 2003). We should refrain from using the results in this study survey for generalization since the sample size was too small and not a representation of the total population of temporary agency workers in Sweden, but since we used an already predesigned questionnaire the study can be repeated under same conditions to produce same results. Although it is important to note that retests may sensitize the respondent to the subject matter, hence influencing the response given and there could also be attitude changes that occurred over time.

Results & Analysis

The descriptive statistical results show that total of 70 regular employees, 14 females and 55 males, 67 temporary agency workers took part in the study, 24 of the workers were female and 43 were male. Their ages ranged from 20 to 64 year, with the majority of them falling between ages 20 and 29 years. The mean age of temporary agency workers participants was 28 years with a mode of 20 years.

Table 1: Information on type of employment, sex and age distribution of the study participants

Type of Employment Contract	Sex		Age								
	Female	Male	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64
Regular employees	14	55	12	12	12	11	10	2	5	5	1
Temporary employees	24	43	28	17	6	5	5	4	1	0	1
Total	38	98	40	29	18	16	15	6	6	5	2

Table 2: Information on level of education

Which Staff group do you belong? * What is your level of completed education? Crosstabulation								
			What is your highest level of completed education?					Total
			Elementary school or junior secondary school	3 years secondary school or trade school	3 or 4 years secondary school	University or college education for less than three years	University or college education for three or more years	
Which Staff group do you belong?	Regular employees	Count	7	14	35	5	9	70
		%	10,0%	20,0%	50,0%	7,1%	12,9%	100,0%
	Temporary employees	Count	6	9	43	4	5	67
		%	9,0%	13,4%	64,2%	6,0%	7,5%	100,0%
Total		Count	13	23	78	9	14	137
			9,5%	16,8%	56,9%	6,6%	10,2%	100,0%

From table 2 it shows the distribution of the study participants' education level and as we can see 50% of regular employees and 64% of temporary agency workers had up to 3 or 4 years of secondary education, which implies that majority of those working in this sector are of mid-level and lower education.

Hypothesis Testing

The one-way ANOVA procedure was performed with several dependent variable listed in the first column of the table and the independent variable was question 13 that asked on what staff group the participant belonged to which was either regular employee group or temporary employee. The results presented in table 2.1 below are only of those that were statistical significant at .05 levels. There was statistically significant difference in the means of the groups that hired staff do not perform duties as well as regular/ordinary staff, hired staff should leave it to the regular staff to assess how work is performed, staff hiring/leasing is a way to exploit vulnerable people in the labour market, regular staff often know about how work is performed than hired staff, and that hired staff are least engaged in their work as compared to regular staff.

Table 2.1: Analysis of Variance

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Hired staff do not perform duties as well as regular/ordinary staff	Between Groups	4.387	1	4.387	7.607	.007
	Within Groups	77.861	135	.577		
	Total	82.248	136			
Hired staff should leave it to the regular staff to assess how work is performed	Between Groups	5.447	1	5.447	7.073	.009
	Within Groups	103.193	134	.770		
	Total	108.640	135			
Staff hiring/leasing is a way to exploit vulnerable people in the labour market	Between Groups	2.554	1	2.554	3.749	.055
	Within Groups	91.972	135	.681		
	Total	94.526	136			
Regular staff often know about how work is performed than hired staff	Between Groups	6.353	1	6.353	7.780	.006
	Within Groups	107.796	132	.817		
	Total	114.149	133			
Hired staff contribute	Between Groups	2.575	1	2.575	8.049	.005

valuable knowledge/experi ence	Within Groups	42.231	132	.320		
	Total	44.806	133			
Hired staff are least engaged in their work as compared to regular staff	Between Groups	4.909	1	4.909	11.316	.001
	Within Groups	58.565	135	.434		
	Total	63.474	136			

Labour Market Entry

Many young people are graduating from high level education with high ambitions of getting their hands on jobs and getting started on building their lives and being a part of their countries economic development, but in many occasions these individuals are finding it difficult to enter the job market. The proportion of youths in the population has led to a rapid increasing number of people in need of jobs which is not correlating directly with the job/employment being created (supply/demand factor), but with the current development in the labour market that has seen the rapid growth of temporary agency work, many youths' frustrations are being turned into a hopeful bright future with opportunities for getting permanent employment.

On the question of whether hiring of staff through temporary agency work does play an important role in the current job market (see table 3), majority of regular staff 74% and temporary workers 75% were both agreeing that it does play an important role. It was also expressed by both groups to a great majority that this sector, although as we saw in the background information it may not still be a sector in its literal sense in Sweden, that it does provide more people or workers with an entry point into the job market (stepping stone). The results are that 77% of permanent staff and 88% of the temporary agency workers who responded to this question were in agreement with the argument. Roughly half of both regular and temporary staff was of the opinion that at their places of work that is the client company tends to favour regular employees to temporary. Although 43% of the regular staff felt that the sector was posing a threat to job security of regular staff, whereas 40% of temporary agency workers did not think of the sector as posing threat but as creating possibilities.

Table 3: The Importance of Hiring staff

Variables	Staff Group	Agree	Neither agree nor disagree	Disagree	Total
1. Hiring of staff via TWAs plays an important function in present labour market	Regular employees	51 73,9%	8 11,6%	10 14,5%	69 100%
	Temporary employees	50 74,6%	11 16,4%	6 9,0%	67 100%
2. Hiring of staff does favour the client company's regular/ordinary staff	Regular employees	37 52,9%	23 32,9%	10 14,3%	70 100%
	Temporary employees	33 49,3%	21 31,3%	13 19,4%	67 100%
3. Hiring of staff makes it possible for more people to enter the job market	Regular employees	53 76,8%	8 11,6%	8 11,6%	69 100%
	Temporary employees	58 87,9%	4 6,1%	4 6,1%	66 100%
4. Hiring of Staff is a threat to job security for regular/ordinary staff	Regular employees	30 42,9%	16 22,9%	24 34,3%	70 100%
	Temporary employees	17 25,4%	23 34,3%	27 40,3%	67 100%
5. Hired staff do not perform duties as well as regular/ordinary staff	Regular employees	17 24,3%	13 18,6%	40 57,1%	70 100%
	Temporary employees	7 10,4%	7 10,4%	53 79,1%	67 100%
6. Hired staff contribute valuable knowledge/experience	Regular employees	42 60%	20 28,6%	7 10%	69 98,6%
	Temporary employees	51 76,1%	14 20,9%		65 97%

Youth/ young people enter this sector with expectations of being able to gain work experience that will enable them secure better and permanent job positions. Those entering the temporary agency sector believe that their efforts will lead to performance and performance will lead to rewards such as experience, good pay and even get promoted. The more positive the rewards are the more likely the employee will be highly motivated, while the more negative the less likely the employee will be motivated (Miner 2005). Individual's expectation (motivation and

belief) is that their behaviour will lead to particular outcomes (situational factors) make them behave or act in certain ways.

In this case, we are looking at the expectations of temporary agency workers and this guide in explaining what they see or find as possibilities and opportunities in taking up work within the temporary agency work sector. Often those who experience positive valence, tend to stay longer in the field, whereas where there are only negative valence many opt out and join other agencies. These findings show that temporary agency sector is important in the current labour market, because they create possibilities for taking part in the market and it was also significant that hired staff were seen and considered to perform duties just as well as regular staff. Although at this point it is not clearly significant that if regular staff had better working conditions than temporary agency employees.

Commodification

Commodification has to do with the process by which something which does not have an economic value is assigned a value and hence how market values can replace other social values. More and more companies are using temporary agency work to cut costs and increase flexibility by allowing them to adjust their staffing needs at short notices (European Trade Union Confederation 2007). Often temporary agency workers are treated more or less as interchangeable commodity and live with a lot of uncertainty making it difficult to achieve a work-family life balance (Olofsdotter, u.d.). The results shown in figure 2 bar chart and table 4 below present the views of the works; 73% of the regular employees and 79% of the temporary staff agree with the fact that currently people are perceived more as interchangeable compared to 10-15 years ago and roughly half of the participants felt that the sector was exploiting peoples' vulnerability in the labour market. Even though amajority of them; 73% regular staff and 64% of the temporary agency workers were in agreement with the idea that it all should help cut company cost, but this should not be at the expense of any of the actors which so far has been the workers who have suffered more in these efforts.

Figure 2:

Today People are perceived more as interchangeable compared to 10-15 yrs ago

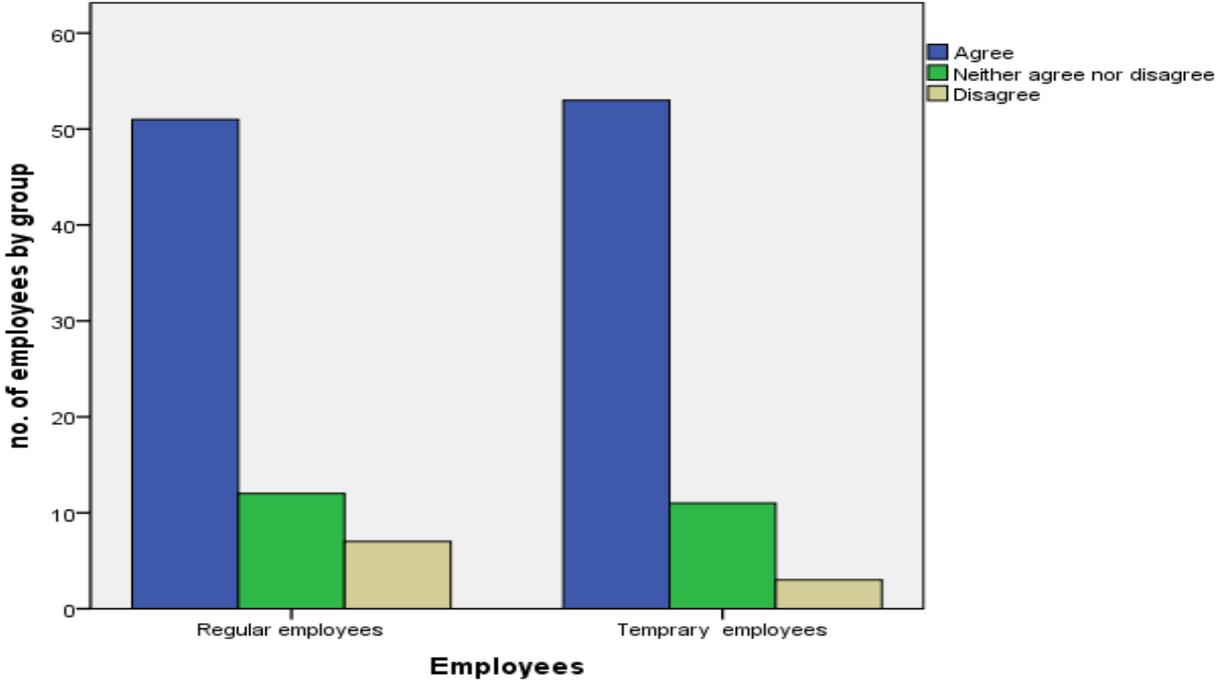


Table 4: Commodification of workers

		Agree	Neither agree nor disagree	Disagree	Total
1. Today people are perceived more as interchangeable, compared to 10-15 years ago	Regular employees	51 72,9%	12 17,1%	7 10%	70 100%
	Temporary employees	53 79,1%	11 16,4%	3 4,5%	67 100%
2. Staff hiring/leasing is a way to exploit vulnerable people in the labour market	Regular employees	31 44,3%	15 21,4%	24 34,3%	70 100%
	Temporary employees	36 53,7%	20 29,9%	11 16,4%	67 100%
3. All should now help to keep company costs down	Regular employees	51 72,9%	13 18,6%	6 8,6%	70 100%
	Temporary employees	43 64,2%	19 28,4%	5 7,5%	67 100%

It is quite significant from the results presented above that there has been changes in the labour regulations that have enabled commodification of human capital in the efforts of trying to remain competitive and productive in the global economy, through cutting costs using

means that have mainly been of beneficial to employers and company owner. The interchangeability nature of employment that temporary agency workers have is a challenging factor for hired staff, which distinguishes them from regular staff that has standard employment contracts. According to Adam’s equity model, individuals’ evaluate how fairly they are treated and compare themselves with other employees who perform the same duties and the outputs they receive. They tend to compare themselves with other employees to find out if they are being treated fairly (Brooks 2003). In client companies, regular employees and temporary employees find themselves working together with same duties, but the fact that they can be easily replaced makes them more vulnerable and insecure. Therefore finding the correct balance between their inputs and output may be impossible to achieve, hence heightened feeling of working under lesser favourable conditions when compared to regular employee.

Job Security

In Sweden temporary agency work may not be necessarily associated with job insecurity, because those working in these sectors are to a great extent covered with the same labour regulations as those in the standard open-ended contracts. The workers are covered by agency a general employment rule that guarantees 80% of their salary when they do not get assignments through open-ended contracts (Eurofound 2007). Job insecurity in this sector often arises from the volatility in the business cycle and limited duration contracts which relate negatively to job satisfaction.

The results presented in the table 6a below and figure 3 shows that 64% regular and 88% temporary staff groups agree that hired staffs were least engaged in their work as compared to regular staff.

Table 6a: Cross tabulation

		Hired staff are least engaged in their work as compared to regular staff			Total
		Agree	Neither agree nor disagree	Disagree	
Regular employees	Count	45	12	13	70
	Expected Count	53.1	8.7	8.2	70.0
	%	64,3	17,1	18,6	100
Temporary employees	Count	59	5	3	67

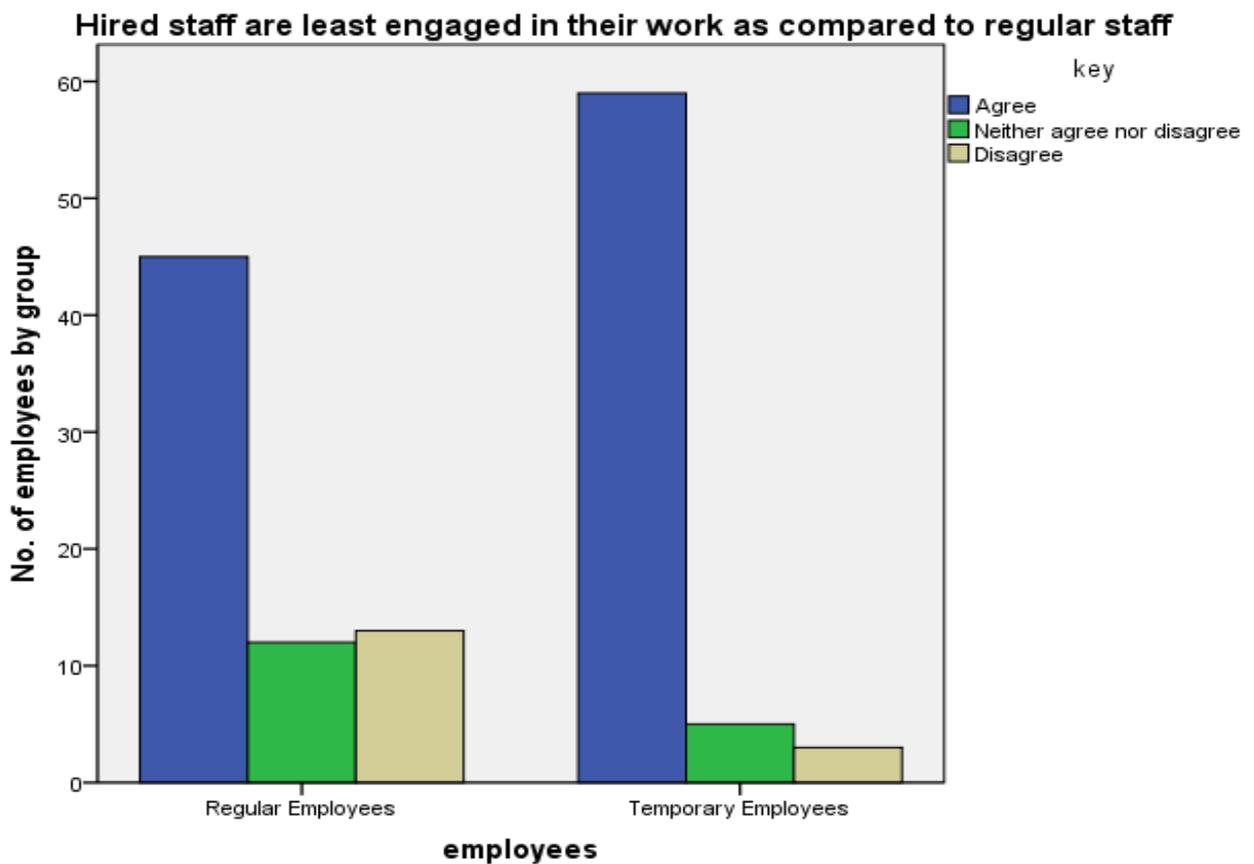
	Expected Count	50.9	8.3	7.8	67.0
	%	88,1	7,5	4,5	100
Total	Count	104	17	16	137
	Expected Count	104,0	17,0	16,0	137,0
	%	75,9	12,4	11,7	100

Table 6b: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.957 ^a	2	.004
Likelihood Ratio	11.533	2	.003
Linear-by-Linear Association	10.518	1	.001
N of Valid Cases	137		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.82.

Figure 3:



In the study it was clearly significant from the opinion of workers that the standby nature and uncertainty of what, where and how long they will engage with certain assignments as aspects

that could possibly arise from staff not feeling secure with their job, often when employees are uncertain about their job security some may tend to be least engaged in their work since they have limited duration contracts and are perceived as less valuable in the client company. According to Herzberg motivation-hygiene model, job security is a hygiene factor that if lacking can lead to job dissatisfaction (Miner 2005). Which in this case we can say is the situational factor causing the temporary agency worker to be less engaged in their work. When compared to regular employees we can attribute this form of behaviour and action to the fact that they have lesser favourable terms when compared to their regular colleagues. This finding validates the hypothesis that they do have less favourable working conditions and opportunities that is a factor in them feeling less secure in their job.

Interpersonal Relationships

Interpersonal relationship constitutes the day to day interaction between co-workers which are part and parcel of work environment. Often they are pleasant and creative, but at times are a source of tension as we will see in this study it is an important component of hygiene factors that has a huge influence of peoples' productivity, job satisfaction and health. We find that people as social beings continuously relate to persons in their close environment and that anything affecting an individual's emotions and behaviors will eventually affect their relations with other (Stoetzer, et al. 2009 Vol.18. issue 4). For instance in this study we find that temporary agency workers and regular staff are constantly in contact with each other and all forms of equity or inequity are bound to influence the relationship between the two groups. Organization psychology studies have found that work conditions such as high demands, low control and lack of social support create highly stressful psychosocial working conditions that are subsequently detrimental for the individual's interpersonal relationships both within the work environment and in the outside environment such as within the family (Stoetzer, et al. 2009 Vol.18, issue 4).

In these sectors this kind of relationship is partly built on contacts between the regular staff and hired staff. The results presented in the table below indicate that 76% of regular and 84% of temporary staff members who took part in the study were in agreement that temporary staff had no difficulties getting along with the regular staff and roughly the same percentages (*see table 7*) thought it was the primary responsibility of regular staff to ensure that temporary staff was well received. Although alongside the same point of discussion, both regular and temporary staff pointed out that often hired staff did not find themselves outside the

community amidst regular staff (feel as outsiders), which we can say is further strengthened by the fact that was not easy to spot without asking who belonged to what group which is partly resulting from the fact that they are often assigned the same duties and their work is managed and controlled by managers of client companies (Olofsdotter, 2008).

When asked whether it was of importance to distinguish between the regulars and temporary, 58% of participants from each group respectively disagreed with distinguishing them as two different groups of employees, and on whether regular staff concluded matters within themselves the responses indicated the same distribution. Both groups of employees also disagreed strongly with the arguments that hired staff keep to themselves, and that hired staff have difficulties adapting to prevailing circumstances.

Table 7: Contact between regular & hired staff

		Agree	Neither agree nor disagree	Disagree	Total
1. Hired staff have easy to get familiar with regular staff	Regular employees	53 75,7%	14 20%	3 4,3%	70 100%
	Temporary employees	56 83,6%	7 10,4%	4 6%	67 100%
2. Regular staff should have primary responsibility of ensuring that hired staff are well received among colleagues	Regular employees	51 72,9%	12 17,1%	7 10%	70 100%
	Temporary employees	56 83,6%	8 11,9%	3 4,5%	67 100%
3. Hired staff often find themselves outside the community amidst regular staff	Regular employees	8 11,4%	15 21,4%	47 67,1%	70 100%
	Temporary employees	14 20,9%	7 10,4%	46 68,7%	67 100%
4. When you meet people at the client company, it is difficult, without asking to figure out who belongs respectively to hired/regular staff	Regular employees	55 78,6%	6 8,6%	9 12,9%	70 100%
	Temporary employees	47 70,1%	9 13,4%	11 16,4%	67 100%
5. It is important to distinguish between regular and temporary workers	Regular employees	15 21,4%	13 18,6%	41 58,6%	69 98,6%
	Temporary employees	17 25,4%	9 13,4%	39 58,2%	65 97%

6. Regular staff often conclude within their own group	Regular employees	15 21,4%	13 18,6%	41 58,6%	69 98,6%
	Temporary employees	17 25,4%	9 13,4%	39 58,2%	65 97%
7. Hired Staff like to keep to themselves	Regular employees	11 15,7%	13 18,6%	45 64,3%	69 98,6%
	Temporary employees	5 7,5%	6 9%	54 80,6%	65 97%
8. Hired staff often find it difficult to adapt to prevailing circumstances	Regular employees	11 15,7%	20 28,6%	39 55,7%	70 100%
	Temporary employees	9 13,4%	13 19,4%	45 67,2%	67 100%

According to Herzberg's two-factor theory interpersonal relationship is grouped under hygiene factors that can lead to job dissatisfaction if not worked with, therefore in organizations and companies where regular staff and temporary agency workers perform the same job but are treated differently, the interaction between members of the two groups is very much likely to be strained. From Adam's equity model he argues that workers in attempting to balance what they put in to their jobs (inputs) and what they get from (outputs) it will unconsciously assign values to each of their various contributions and compare themselves with other employees (Brooks 2003). For instance in our results as shown in the table above (see table 7) we find that majority of both staff groups are in agreement that often at the work place, temporary staff do not feel they are outsiders among the regular staff community. The belief that they are recognized as employees and not outsiders, an intrinsic motivation factor according to Herzberg's model (Miner 2005) is bound to create satisfaction. From these views we can see that it is not important to distinguished regular staff from temporary staff and the fact that regular staff have some level of responsibility over them does translate to them having less power and control at work. Interpersonal relations strain could arise from the differences in value if treated as the other group, which is not significant in this case therefore it does not translate to temporary staff having lesser favourable conditions when compared to those in the regular community.

Control & Performance

The temporary agency worker is told what to do by others and is not considered as being on the same level as the 'colleagues' at the user firm. Compared with regular staff, temporary

agency workers have less control over the sort of work they do, how they do it and when (Olofsdotter, 2008). On other issues such as favoritism, threat to job security and level of performance, we find that these areas are focusing more on the forms of inequity that may arise in these sectors when the staff feels they have no control and when their level of performance and engagement are not appreciated, they become outsiders at the user firm (Miner 2005). Although from the results as presented in *table 8* below it indicates that both permanent staff (83%) and temporary agency workers (97%) are of the opinion that it is important that hired staff become part of the client company's personnel group and not be seen as outsiders. Despite both groups being to a large extent in agreement of TWAs being part of client company, we find that in two other related questions do not present the same level of unanimity, 47% of regular staff and 49% of temporary agency staff disagree on the argument that hired staff should not engage in the client company's internal affairs.

The next subject was on performance, as much as it may be clearly showing from the result that workers involved in the study from both two groups (regular employees 79% and temporary agency workers 90%) were in agreement that work at the client companies would be more effective if hired staff shared their knowledge, only 46% of regular staff and 48% of temporary agency staff disagreed to the idea that hired staff should just follow given instructions. On the other hand it was clear that 64% regular staff respondents felt regular staff knew better of how work should be performed, whereas 45% of the temporary staff group disagreed with the argument.

Table 8: Working Conditions

		Agree	Neither agree nor disagree	Disagree	Total
1. Hired staff should leave it to the regular staff to assess how work is performed	Regular employees	34 48,6%	12 17,1%	24 34,3%	70 100%
	Temporary employees	17 25,4%	15 22,4%	34 50,7%	66 98,5%
2. Hired staff should not engage themselves in the client company's internal affairs	Regular employees	21 30%	15 21,4%	33 47,1%	69 98,6%
	Temporary employees	14 20,9%	21 31,3%	32 47,8%	67 100%
3. It is important that hired staff become part of the client company's regular personnel group	Regular employees	58 82,9%	10 14,3%	1 1,4%	69 98,6%
	Temporary employees	65 97%	2 3%		67 100%
4. Hired staff to a large	Regular	27	10	32	69

extend are required to just follow the given instructions	employees	38,6%	14,3%	45,7%	98,6%
	Temporary employees	23	12	32	67
5. Regular staff often know about how work is performed than hired staff	Regular employees	34,3%	17,9%	47,8%	100%
	Temporary employees	45	8	16	69
6. Hired staff do not have as good insight in the work/job tasks as regular staff	Regular employees	64,3%	11,4%	22,9%	98,6%
	Temporary employees	29	6	30	65
7. The work could eventually be performed more effectively if the hired staff shared their knowledge	Regular employees	43,3%	9%	44,8%	97%
	Temporary employees	37	14	19	70
8. Regular staff should be better at asking hired staff their competence	Regular employees	52,9%	20%	27,1%	100%
	Temporary employees	16	15	36	67
7. The work could eventually be performed more effectively if the hired staff shared their knowledge	Regular employees	23,9%	22,4%	53,6%	100%
	Temporary employees	55	13		68
8. Regular staff should be better at asking hired staff their competence	Regular employees	78,6%	18,6%		97,1%
	Temporary employees	60	6		66
8. Regular staff should be better at asking hired staff their competence	Regular employees	89,6%	9%		98,5%
	Temporary employees	33	29	7	69
8. Regular staff should be better at asking hired staff their competence	Regular employees	47,1%	41,4%	10%	98,6%
	Temporary employees	33	30	4	67
8. Regular staff should be better at asking hired staff their competence	Regular employees	49,3%	44,8%	6%	100%
	Temporary employees				

From these arguments and findings we can see taking of opposite sides in the views, there are two distinct groups of employees who seem to be doing the same job tasks but are differentiated depending on their value and availability to the organization. Regular staff seem to have better control and are valued as better performers, while temporary agency workers have less control therefore have poorer insight of work according to 53% of the regulars, but majority are of the idea that better performance could still be achieved if temporary agency staff shared their knowledge and if regulars had better knowledge on their competence. When workers (TAWs) have less control and their performance are not equally valued, in comparison to their colleagues (regular employees) they are tend to feel less important and demotivated which might further hamper performance. This finding significantly indicates that regular staffs have better or rather more favourable work conditions and opportunities than temporary agency workers.

Flexibility

Temporary agency work has been argued to create possibilities for workplace flexibility for both the organization and the worker. From organizational point of view they are now able to increase their competence level in the global economy, adapt to the fast changing technology development and change of consumer tastes (Hill, et al. 2008). From a worker's perspective it

is all about achieving work-life balance by so being able to control their working time. But often the flexibility in this sector is more beneficial to the employer than the workers because temporary agency workers ability to choose when, where and for how long to engage in work related tasks is limited(Olofsdotter, u.d.), which means that flexibility for organizations does not usually mean the same for temporary agency workers.

Table 9:

Are you able to leave your work part of the day to perform a private errand? (n=137)						
		Yes, always	Yes, at times	Seldom	No, never	Total
Regular employees	Count	3	34	23	10	70
	Percentage	4,3	48,6	32,9	14,3	100
Temporary employees	Count	3	31	19	14	67
	Percentage	4,5	46,3	28,4	20,9	100

Results in table 9 above, shows a similar distribution across the board within the two work groups; 4% regular staff and 5% temporary agency staff had the privilege of always being able to take time away and perform private errand, 49% of regular and 46% of temporary are able to do the same at time, 33% of regular and 28% temporary can seldom do the same and lastly 14% of regulars and 21% of temporary staff never have the possibility to leave work to perform private errand. If we compare the situation for the two groups it is obvious that employees from both groups do have similar conditions when it comes to being able to take time off work, and that they both experience difficulties in being able to temporarily away from work. This is definitely pointing out that when it comes to flexibility at work, there is some level of equity between the groups which translates to the fact that temporary agency workers have similar conditions and opportunities as regular workers/employees when it comes to taking time off their daily work routines.

Conclusions

Temporary agency work sector as has been previously discussed is a sector that has rapidly grown and is taking over in the labour market due to its nature of being able to supply client companies with labour at their convenience and not being forced to go through the processes of screening, hiring, paying out salaries and benefits to employees . In Sweden the sector is regulated just as other employment sectors providing workers with open-ended contract with unlimited period of time which makes it not very different from standard employment contracts. Despite the general regulations that guide all business, I found that in these sectors where client companies have both regular and temporary staff there are levels of distinctions that are more favourable to regular staff than temporary staff and those that are similar for all employees. There are overlaps here and there with no clear cut line on the possibilities, opportunities and challenges that employees of the two groups face, but there are aspects in their work conditions that I find to be favouring regular employees.

In order to improve the performance, productivity and job satisfaction, I recommend that the managers at client companies and the agencies hiring them out should try and understand the employees better. They should know what regular and temporary staff are aiming for and try to give them the best possible reward they expect. Often the employees from different organizations with different employment terms and conditions work together with the same duties under same managers, but despite all the similarities in duties, temporary agency workers still seem to have more lesser favourable working conditions, less autonomy, feel insecure, and have fewer possibilities when they compare themselves to the regular employees. They should put efforts in both intrinsic and extrinsic factors and also try to restructure the jobs to maximize the ability of workers to achieve goals that are meaningfully related to the doing of the job.

A limitation in this paper that I realized if looked into would have given more insight into the matter is, the role of gender when it comes to the possibilities, opportunities and challenges workers face in TAW, but due to limited time factor it was beyond the scope of this paper.

Reference

- Atkinson, John. "Manpower strategies for Flexible Organizations." *Personnel Management*, 1984: pp. 28-31.
- Bergström, Ola. *Does contingent employment affect the organization of work?* Report No.2, Göteborgs Universitet: Elanders Gotab, 2001.
- Bergström, Ola, and Donald Storrie. *Contingent Employment in Europe and United States*. U.K: Edward Elgar Publishing Ltd, 2003.
- Brooks, Ian. *Organizational Behaviour; Individuals, Groups and organization*. UK: Prentice Hall, 2003.
- Craig, C., Pinder. *Work Motivation in Organizational Behavior*. UK: Psychology Press, Taylor & Francis Group, 2008.
- Deerey, Stephen, and Nicholas Kinnie. "Call centres and beyond: a thematic evaluation." *Human Resource Management Journal*, 2002: Vol.12 : 3-13.
- Denzin, N.K., and Y.S Lincoln. *The Landscape of Qualitative Research: Theories and Issues*. Thousand Oaks: Sage Publications, 1998.
- Esping-Andersen, Gosta. "Three Worlds of Welfare Capitalism." In *The Welfare State Reader*, by Christopher Pierson and Francis G. Castles, pp. 160-174. UK: Polity Press, 2007.
- Golafshani, Nahid. "Understanding Reliability and Validity in Qualitative Research." *The Qualitative Report*, 2003: Vol.8, Issue 4, pp.597-607.
- Håkansson, Kristina, and Tommy Isidorsson. "Flexibility, Stability and Agency Work: A Comparison of the Use of Agency Work in Sweden and the UK." In *Flexibility and Stability in Working Life*, by Bengt Furåker, Kristina Håkansson and Jan Ch. Karlsson, pp.123-147. New York: Palgrave Macmillan, 2007.
- Hill, Jeffrey E., et al. "Defining and Conceptualizing Workplace Flexibility." *Community, Work & Family*, 2008: Vol. 11, No. 2, 149-163.
- Kalleberg, ArneL. "NONSTANDARD EMPLOYMENT RELATIONS: Part-time, Temporary and Contract Work." *Annual Review Sociology*, 2000: Vol.26, pp.341-65.
- Karlsson, Jan Ch. "For Whom Is Flexibility Good and bad?" In *Flexibility and Stability in Working Life*, by Bengt Furåker, Kristina Håkansson and Jan Ch. Karlsson, pp. 18-29. New York: Palgrave Macmillan, 2007.
- Miner, John B. *Organizational Behavior 1 : Essential Theories of Motivation and Leadership*. New York: M.E Sharpe Inc., 2005.
- Nienhuser, Werner, and Wenzel Matiaske. "Effects of the principle of non-discrimination on temporary agency work: Compensation and working conditions on temporary agency

workers in 15 European countries.” *Industrial Relations Journal*, 2006: vol. 37, Issue 1. pg 64-77.

Olofsdotter, Gunilla. *FLEXIBILITETENS FRÄMLINGAR- OM ANSTÄLLDA I BEMANNINGSFÖRETAG*. Doctoral Thesis nr:47, Sundsvall: MidSweden University, 2008.

Olofsdotter, Gunilla. ”Possibilities for workplace flexibility in temporary agency work: the Swedish Case.” u.d.

Stoetzer, Ulrich, Gunnel Ahlberg, Lennart Hallsten, Peter Bergman, and Ingvar Lundberg. “Working conditions predicting interpersonal.” *EUROPEAN JOURNAL OF WORK AND ORGANIZATIONAL PSYCHOLOGY*, 2009 Vol.18, issue 4: 424-441.

Storrie, Donald. *Temporary Agency Work - Sweden*. National Report, Eurofound, 2006.

Svensson, Sven, and Lars-Erik Wolven. “Temporary agency workers and their psychological contracts.” *Employee Relations*, 2010: Vol. 32 No. 2, pp. 184-199.

Internet Source

Brunk, Thomas. “Eurofound.” European Industrial Relations Observatory on-line. December 2008. <http://www.eurofound.europa.eu/eiro/studies/tn0807019s/se0807019q.htm> (accessed 2011 April).

“Eurofound.” The European industrial relations dictionary. 12 March 2007. <http://www.eurofound.europa.eu/areas/industrialrelations/dictionary/definitions/WORKINGCONDITIONS.htm> (accessed April 14, 2011).

Eurofound. “European Foundation for the Improvement of living and working Conditions.” *Temporary Agency Work in European Union*. 2007. <http://www.eurofound.europa.eu/ewco/reports/TN0408TR01/TN0408TR01.pdf> (accessed April 2011).

European Trade Union Confederation. 11 December 2007. <http://www.etuc.org/a/501> (accessed April 14, 2011).

“My News desk; Bemanningsföretagen.” *Antal anställda och penetrationsgrad i bemanningsbranschen 2010*. 2010. <http://www.mynewsdesk.com/se/pressroom/bemanningsforetagen/document/view/antal-anstaellda-och-penetrationsgrad-i-bemanningsbranschen-2010-12677> (accessed 2011).

Appendix

Questionnaire

These questions were selected for the purpose of this research paper from a bigger survey questionnaire that aimed at studying the consequences of contracting of staff from TWAs for work conditions, attitudes and social interaction in client companies (*see www.questback.com*).

BACKGROUND INFORMATION

1. Respondents sex?

Female Male

2. Which year were you born?

3. What is your marital status?

Married/cohabitation
 Single
 With girlfriend or boyfriend
 Live with parents

4. Do you have children living at home with you?

Yes No

5. What is your highest level of education?

Elementary school or junior secondary school
 3 years secondary school or trade school
 3 or 4 years secondary school
 University or college education for less than three years
 University or college education for three or more years

EMPLOYMENT CONDITIONS

6. What type of employment contract do you have?

Permanent Employment

Employed at some time (e.g. as a replacement)

Project Employment

Probationer

Others (specify)

7. Which group of workers do you belong to?

Regular/Ordinary employees

Temporary employees

Others (specify)

8. Can you on your own decide when to begin or stop on a working day?

Yes, Always

Yes, at times

Seldom

No, never

9. Are you able to leave your work part of the day to perform a private errand?

10. The importance of hiring staff/workers

	Strongly Agree	Partially Agree	Neither agree nor disagree	Partially disagree	Strongly disagree
7. Hiring of staff via TWAs plays an important function in present labour market					
8. Hiring of staff does favour the client company's regular/ordinary staff					
9. Hiring of staff makes it possible for more people to enter the job market					
10. Hiring of Staff is a threat to job security for regular/ordinary staff					
11. Hired staff do not perform duties as well as regular/ordinary staff					

12. Hired staff contribute valuable knowledge/experience					
--	--	--	--	--	--

11. Working Conditions

	Strongly Agree	Partially Agree	Neither agree nor disagree	Partially disagree	Strongly disagree
9. Hired staff should leave it to the regular staff to assess how work is performed					
10. Hired staff should not engage themselves in the client company's internal affairs					
11. It is important that hired staff become part of the client company's regular personnel group					
12. Hired staff to a large extent are required to just follow the given instructions					
13. Regular staff often know about how work is performed than hired staff					
14. Hired staff do not have as good insight in the work/ job tasks as regular staff					
15. The work could eventually be performed more effectively if the hired staff shared their knowledge					
16. Regular staff should be better at asking hired staff their competence					
17. Today people are perceived more as interchangeable, compared to 10-15 years ago					
18. Staff hiring/leasing is a way to exploit					

vulnerable people in the labour market					
19. All should now help to keep company costs down					
20. Hired staff are least engaged in their work as compared to regular staff					

12. Contact between regular and hired/temporary personnel

	Strongly Agree	Partially Agree	Neither agree nor disagree	Partially disagree	Strongly disagree
9. Hired staff have easy to get familiar with regular staff					
10. Regular staff should have primary responsibility of ensuring that hired staff are well received among colleagues					
11. Hired staff often find themselves outside the community amidst regular staff					
12. When you meet people at the client company, it is difficult, without asking to figure out who belongs respectively to hired/regular staff					
13. It is important to distinguish between regular and temporary workers					
14. Regular staff often conclude within their own group					
15. Hired Staff like to keep to themselves					
16. Hired staff often find it difficult to adapt to prevailing circumstances					