

TEMPORARY EMPLOYEES' ORGANIZATIONAL COMMITMENT AND ITS DETERMINANTS: ANALYSIS OF TEMPORARY AGENCY WORKERS

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Abstract

Organizational commitment of temporary workers is an important issue in human resource management context. A review of research articles reveals that, due to the three-way labour relationships, temporary workers do not feel fully committed to the organizations they work at. The research focuses on temporary employees of the temporary employment agency. The aim of the paper is to carry out a detailed analysis of organizational commitment of temporary staff members, to identify the predominant types of organizational commitment, which leads to identification of determinants of commitment, and also to determine the directions of its improvement. The survey found that none of the three types of commitment (affective, continuance and normative) was dominating. Nonetheless, it can be pointed out that the strongest commitment is the affective one, then follows that of continuance and the third one is the normative one. Temporary employees' commitment to the organization is positively related to work environment, application of different skills for work, and autonomy. While shaping the organizational commitment of temporary employees, the determinants that are weakly expressed and the attention should be focused on are these: lack of career opportunities, lack of training, failure to provide financial well-being, feedback from the manager, and absence of a sense of security.

Keywords: temporary employment, temporary employee, temporary work user, agency, staff leasing, organizational commitment, affective commitment, continuance commitment, normative commitment.

Classification JEL: M12 – Personnel Management

1. Introduction

Temporary employment, or, in other words, staff leasing, is among the most common current non-traditional forms of employment. It is regarded as three-way relationships among the employee, a temporary employment agency and a temporary work user. Temporary employment agencies can quickly find adequately qualified workers to temporary work users for a fixed period of time to perform some particular work. However, these agencies do not supply temporary employees with the instruments necessary for work, they do not supervise them, do not determine their work methods, do not set the goals, do not assess their work results and implemented plans since all these managerial processes are performed by client organizations themselves (*Usonis, Bagdanskis, 2008, p. 66*). Since its emergence, staff leasing has been provoking disputes about its advantages and shortcomings, the psychological state of temporary employees and their commitment to the organization, and still remains a topical subject for debates in present-day strategic management of human resources. Proponents of temporary employment are in favour of its application because of flexible employees' integration into the labour market and decrease in staff administration costs; whereas their opponents argue that temporary employees are provided with poorer working conditions and that their organisational commitment is weaker.

In comparison with other countries of the world, staff leasing is a relatively fresh phenomenon in Lithuania (*Arrowsmith, 2006, p. 26*). Temporary employment has been applied for 8 years in our country, and at the moment 13 staff leasing agencies are operating, some of which started their activity more than 5 years ago. The rise of staff leasing in Lithuanian labour market was initiated by international organizations that are familiar with temporary employment as a flexible form of organizing work in other countries. In Lithuania,

interest in temporary employment was awakened due to the so-called headcount applied in international organizations. Those organizations usually employ temporary administrative staff: from assistants to top managers. Currently, in Lithuania staff leasing has acquired a different nature when temporary employment involves not only administrative staff members, but also low-skilled workers such as warehousemen, packers, pre-packers, industrial workers etc. In 2011, legal regulation of staff leasing was completed. Provisions of the European Directive (2008/104/EC) on Temporary Agency Work were adopted into Lithuanian legal base. Thus, the topic under discussion has undergone little research in Lithuania so far since temporary employment as a non-traditional work form has not been popular. The issue of temporary employees' commitment to the organization where they were appointed by a temporary employment agency is also analysed mainly in foreign researchers' publications. However, they also raise many questions for discussion. Special attention should be paid to the risk factors that are related to the worker's motivation to do the assigned work; those factors include low temporary employees' commitment to the organization. All this helped to define *the aim of this paper*, i.e. to reveal temporary employees' organizational commitment as one of problem issues of temporary employment and to identify determinants of organizational commitment. To achieve this goal, scientific literature related to this issue was analysed, a research survey was developed and carried out in the staff recruitment and leasing organization.

2. Temporary employment as a flexible form of work organization in the system of human resource management

Under current market conditions, the changing environment stimulates creation of higher-quality products and services and their faster supply to consumers. This should also be related to search for flexible forms of work. One of such non-standard forms of work organization is staff leasing. In theory and practice, one can find the following descriptions of staff leasing: non-standard, atypical, flexible, adaptable, contingent, precarious or alternative work relationships. Temporary employment as a non-standard form of employment is also frequently defined in different terminology: staff leasing, labour leasing, employment on demand, fixed-term employment or employment through temporary employment agencies (Zijl, 2006, p. 3-10). In the 1990s, staff leasing began to spread rapidly and enabled organizations to increase their productivity at minimal cost. In contrast to non-fixed-term employment relationships, temporary employment contracts enabled organizations to reduce dismissal costs (Zeffane & Mayo, 1994, p. 33). One of the incentives that had impact on a rapid growth of staff leasing was huge demand of temporary work users (organizations) and temporary employment agencies' possibilities to satisfy that demand. Since then, temporary employment agencies have become temporary workforce suppliers that frequently take over the function of staff management and, thus, become an external human resource office for the organization (Burgess & Connell, 2006, p. 135-137).

The temporary employee is defined as an individual who is paid a salary for the work done and who has a fixed-term employment contract. There are several categories of temporary employees in Europe: fixed-term, temporary, seasonal, freelancer, temporary agency workers and outsourcing ones (Biggs et al., 2006, p. 191). A distinctive feature of temporary agency workers' working relationships is that they are three-way ones, i.e. the rented employee enters into a contract of employment with a company (a temporary employment agency) which is his/her formal and legitimate employer, but the temporary worker performs his/her direct work functions in another organization that assigns him/her responsibilities and supervises the work (Zijl, 2006, p. 3-10).

Two different approaches can be noticed when analysing certain aspects of temporary employment: one viewpoint argues that staff leasing increases the number of workplaces and offers an opportunity to work using a flexible form of work organization; the other approach, a negative one, states that staff leasing is regarded as a forced and unstable form of work, the employees have poor working conditions: they receive a minimum salary, temporary workplaces are more often offered to low-skilled workers, and temporary employees' organizational commitment to the company they work for is low.

It is worthy to discuss advantages and disadvantages of temporary employment in greater detail. As it had been mentioned above, emergence of flexible forms of work organization was determined by the growth of the output in the organizations, as well as by the processes of globalization and competition that subsequently affected the labour market. Flexible employment of a temporary employee served the purpose both of saving the time and the costs of the organization (employers do not spend their money on staff selection, which results in lower investments in human resources), offered for the employers more freedom and flexibility in hiring and dismissing employees depending on their own needs for workers (*Amuedo-Dorantes, Malo et al., 2006*). The process of searching for and selection of an appropriate employee can become particularly challenging and time consuming and it can require big financial investments. Temporary employment agencies are directly responsible for these search and selection processes; therefore they apply a variety of methods to attract potential workers, deal with all the necessary documentation of employment and dismissal, etc. It is engaging for the companies that there is no need for temporary worker's close supervision by his/her direct manager, thus the managerial process is simplified. When the termination period of the temporary worker's employment contract comes, labour relations between the temporary worker and the temporary work user come to an end (*Foote, 2004*).

Among the other compelling reasons for recruiting temporary workers for the organization, the researchers mention absorption of fluctuations (the growth of business volume, seasonal work, etc.), an easier dismissal process, possibility to avoid increase in the number of permanent staff members, concentration on key business issues in the organization (*Foote, 2004, p. 963-972; Biggs, Burchell et al., 2006, p. 191-206; Way, et al., 2010*). Therefore staff leasing appeals to the organizations. On the other hand, it is noteworthy that this form of employment can be attractive to temporary workers, as well. Certain groups of labour force such as married women, elderly workers, students, those who enter the labour market, and qualified specialists with higher education are interested in possibilities to get temporary employed since this allows them to adapt to their situations and to get engaged in an additional activity. However, research studies have revealed that, from the employees' point of view, for most people temporary employment is unacceptable and they prefer permanent working relationships. One can notice that the very nature of temporary employment amplifies the gap between the employer and the employee. The loyalty of such workers to the company they work for is often lower (*Foote, 2004, p. 963*). It is obvious that most companies employ temporary workers in case of demand fluctuations. As the focus is on direct functions that the temporary worker has to fulfil, there is little attention to his/her socialization. Only in exceptional cases s/he is supplied with welfare packages: health insurance, a sport club season-ticket, a car etc. This can diminish commitment to the organization as compared to permanent staff members (*Foote, 2004, p. 970*).

In addition, research studies have revealed that temporary workers are rarely involved in decision-making processes in the organization they work at. When a temporary worker is employed for a leading position, decision-making is part of his/her immediate job, and if a temporary worker is employed as a specialist, an operating personnel or an auxiliary staff member, the organizations usually do not involve him/her into decision-making processes, which may have a strong impact on such temporary workers' commitment to the

organization. Sometimes the organization does not bother to introduce its temporary workers to their co-workers whom they have direct contact with when at work. It has been noticed that the organizations devolve less responsibilities and authority to temporary workers who also receive less control and supervision from their direct manager, which consequently results in such temporary workers' usual feeling of being useless, uninformed and not obliged to do the assigned work properly and in time (Foote, 2004; Saunders & Thornhill, 2006). On the other hand, the organizations, that have developed systems of promoting their employees' loyalty, face with difficulties if a worker is employed for a fixed period of time. Complete integration of temporary workers into the organization is impeded by the fact that they feel inferior team members and feel discrimination from the managers and/or their co-workers (Table 1).

Table 1. Advantages and disadvantages of staff leasing

	Advantages of staff leasing	Disadvantages of staff leasing
For temporary work users	<ul style="list-style-type: none"> • Absorption of fluctuations, stable number of permanent staff members in the organization (for instance, at the time when additional labour force is necessary for seasonal work as the work volume increases); • Possibility to instantly change an employee (in case a current temporary worker does not satisfy the organization's expectations); • Possibility to test a potential employee if s/he suits the assigned work position before entering into a permanent employment contract with him/her; • Possibility to find employees with adequate qualification and knowledge; • Easier administration procedure and less work in hiring, dismissing the workers; • This helps to prevent issues of illegal work; • Decrease in employee-retention costs and lower investments into human resources: expenses for the service are established, and thus the budget of the organization is carefully balanced; lower costs for searching for and selection of an appropriate employee etc. 	<ul style="list-style-type: none"> • Quality of temporary employees' work is not ensured; • Negative impact on permanent employees' motivation; • Temporary employees do not show strong loyalty to the organization; • Weaker supervision of temporary employees at work can result in a bigger number of accidents at work.
For temporary workers	<ul style="list-style-type: none"> • Staff leasing is a beneficial form of work for those employees who need flexible working conditions and convenient work schedule, for instance, for students, mothers with small children etc.; • In this way, young people with no job experience can easier get involved into 	<ul style="list-style-type: none"> • This does not provide the feeling of security and stability; • Temporary workers usually are not involved in decision-making processes; leased employees feel inferior team members; • Assigned work may be unexciting, boring, tedious or require physical

	<p>labour market and acquire some work experience;</p> <ul style="list-style-type: none"> • If a person did not work for some time because of certain reasons (such as maternity leave, illness etc.), s/he can renew his/her working skills and, at the same time, acquire some new work experience; • Temporary workers can further develop their competences and skills, attend various courses free of charge and establish new contacts; • As a leased employee, a person can work in several temporary employment agencies and, in this way, constantly be offered new workplaces. 	<p>strength;</p> <ul style="list-style-type: none"> • Temporary workers usually are not provided with a package of financial well-being (perquisites to salary, a mobile phone, a company's car, health insurance etc.); • Poor socialization in the organization; • A contract of temporary employment not in all cases becomes a permanent one.
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Source: formed according to Foote, 2004; Chambel & Castanheira, 2006; Burgess & Connell, 2006; Saunders & Thornhill, 2006; Koster, 2005;

Thus, staff leasing shows both advantages and disadvantages that are related to both parties: the temporary employee and the temporary work user. Among the main advantages of staff leasing to temporary employees are these: convenient working hours, easier integration of the youth without work experience into the labour market and development their working skills, possibility to work in several companies at the same time etc. The following major drawbacks can be distinguished: temporary employees' insecurity, feeling as an inferior team member, no additional welfare package in most cases, a fixed-term contract of employment not always becomes a permanent one, these employees are likely not to be involved into the process of decision-making, low-degree socialization and commitment.

3. Organizational commitment as one of temporary employment issues

Organizational commitment shows a state of identifying oneself with the organization when its goals and values become identical to employee's goals and values (*Passarelli, 2011*). Committed workers can ensure both high productivity and efficiency of work as well as help the organization to successfully compete in the labour market where a good and loyal worker has become a treasure and value.

Researchers drew attention to three components of organizational commitment: temporary worker's willingness to stay in the organization, his/her willingness to work to the organization's interests, and his/her believing in the goals set and the values cherished by that organization. According to Bateman and Strasser (*1984*), organizational commitment is multidimensional in its nature and comprises workers' loyalty to the organization, their willingness to do their best for the organization, identification of the same goals and values as those of the organization, and their willingness to stay in it.

J. P. Meyer and N. J. Allen (*1997, p. 11-13*) distinguish three types of organizational commitments: (1) affective, (2) continuance, and (3) normative commitment. Organizational commitment of a worker can cover all the three types but their combination may be different, which means that in one case continuance commitment can be dominant, in other case normative commitment may prevail, while in another case affective commitment can dominate. *Affective commitment* motivates the worker to stay in the company because s/he enjoys working there. It is the feelings that connect the worker with his/her organization; s/he identifies herself/him with it and gets involved in its life. Workers with affective commitment are proud to be part of their organization, believe in its goals and values and follow them.

Continuance commitment: the worker tends to stay in the company because it is useful for him/her; s/he understands the cost of leaving the organization. Continuance commitment is closely related to employee's work record and higher positions, since the longer the work record of the employee in that organization, the more investment of time and efforts; on the other hand, a longer work record in the organization offers more privileges (for instance, various guarantees). *Normative commitment*: the employee stays in the organization due to moral obligation. The obligation becomes that thread which connects the organization and its employee. There is a possibility that a worker stays in the organization because in this way s/he shows her/his gratitude to it or it may be that s/he is afraid to leave the organization because in that case s/he might be thought of as a betrayer.

Organizational commitment can be predetermined by several factors. J. P. Meyer and N. J. Allen (1997) distinguish four of them as the main ones:

1. *Employee's experience* – those employees who feel comfortable in their workplace in all respects and whose experience and delegated responsibility correspond to the degree of complexity of the tasks they are given, those workers are more committed.
2. *The same values* – when the values that the employee follows match the values of the organization, the feeling of organizational commitment of such a worker is stronger.
3. *Company's attention to and care for its employees* – employees appreciate the fact that their organization cares for their work safety, their well-being and contribution to company's activity.
4. *Fair assessment of employees in the company* – employees' salary has to be adequate to the efforts expended, and it is important for the employee to have career opportunities and possibilities for the development of workers' potential.

It should be noted that determinants of organizational commitment have been studied by a number of researchers (Eisenberger et al., 1990, p. 57-58; Meyer et al., 2002; Nierhoff et al., 1990; Puaah & Ananthram, 2006; Roehling et al., 2001, p. 141-167; Yousef, 1998, p. 184-187). Here are some more determinants identified and discussed in their works:

- *Financial well-being*: the majority of the experts agree that salary is not the key factor that motivates employees to stay in the organization. Fair reward motivates workers to stay in the company. Modern employees appreciate their acknowledgement at work, and their salary ensures that and, at the same time, gives them certain security, autonomy and increased self-confidence. Therefore, fair reward allocation (for their efforts expended at work) fosters employees' organizational commitment. However, the fact itself that salary was paid not always becomes an incentive to commit to the organization.
- *Skill variety*: when a task to be fulfilled requires application of different skills from the worker, it becomes interesting and meaningful at once. Skill variety fosters worker's feeling of affection to (being part of) the organization.
- Another factor is *autonomy*: it has been determined that the feeling of autonomy that employees have at work and that enables them to organize the work themselves positively correlates with employees' stronger organizational.
- Staff *training* opens up a possibility to be promoted in the future and has impact on employee's feeling of "dependence".
- *Management style*: it has been established that leader's management culture and style are also closely related to the degree of employees' commitment. The employees who feel that the organization and its head care for them are not only more committed to their company but also get themselves more actively involved into the organization's activity and undertake more initiatives. The workers who are

on good terms with their direct managers also feel more committed to the organization. In addition, if an employee is committed to the team where s/he performs certain functions, s/he will equally feel committed to the whole organization.

- *Career opportunities* are directly related to employees' satisfaction at work, and, consequently, to their organizational commitment.
- *Balance between work and one's personal life*: employee's non-inhibition (flexible working hours etc.) is directly related to workers' increased loyalty.
- *Security feeling*: research on issues of satisfaction at work and organizational commitment has been concluded with a finding that security is directly related to workers' organizational commitment.
- *Work environment*: good working conditions such as a clean and engaging workplace where the employee spends most of his/her time at work, friendly atmosphere (colleagues), and available necessary instruments for work are those aspects that enable employees to perform their work smoother, therefore, work environment is one of those determinants that can have a positive impact on organizational commitment.

As already discussed in section 1, temporary workers are appointed to work in some other company by the temporary employment agency, thus facilitating that company's competition in the market by not increasing the number of its permanent employees. Work performed by temporarily employed workers from these agencies is beneficial to the organization since this helps to increase the company's competitiveness; however, the researchers became concerned about the impact of the nature of such work on the employees from temporary employment agencies (*Galais, Moser, 2009*). Employment of temporary workers in client organizations has been analysed in view of organizational psychology by a number of researchers. Some research studies have revealed a negative impact of temporary employment on temporary workers: some temporarily employed workers are in constant stress and feel alienated, they experience higher stress at work than their co-workers employed with permanent work contracts (*Yeh, Ko et al., 2007*). However, there are some research data that, for temporary workers, it is useful to assume less responsibilities than their co-workers with permanent employment contracts have in the company. Some studies show that temporary workers are even happier than permanent workers (at least in cases when workers themselves choose to be employed for a fixed period of time as temporary workers, as the data indicate) (*Galais & Moser, 2009*).

Organizational commitment is important both to the organization and the employee. The more loyal and committed the worker feels to the company, the less stress s/he experiences and the more efficient his/her work is; and, as a result, productive work makes the organization stronger in competitive market. The stronger the employee's commitment to the company, the higher the quality of his/her work. Organizational commitment has impact on employees' motivation and effort to work well. Committed workers are loyal to the company and dedicated to the work they perform. They feel satisfaction with the work content and are certain that a long-term job in the company is meaningful (*Passarelli, 2011*). Organizational commitment has impact on employees' feeling good and positive approach to work satisfaction (*Teo & Waters, 2002*).

Research on temporary workers' organizational commitment have also disclosed a dilemma: on the one hand, commitment to the organization where the temporary worker is assigned some work develops a feeling of community (inclusion) and is considered as a positive factor that affects temporary worker's feeling, but on the other hand, strong commitment makes it difficult for such a worker to leave the company when s/he is assigned

some other work in the other organization (*Galais & Moser, 2009*). Conditions and the nature of the work of temporary employees and those of permanent staff members are substantially different. Transitions from one task (company) to another, multiple relationships and weak interrelationship between the employee and the organization s/he works for are among the most important questions to be discussed on working relationships (*Galais & Moser, 2009, p. 593*).

Furthermore, from a viewpoint of their official contract of employment, temporary employees are temporary agency workers (it hires and employs them, pays a salary for them and dismisses them). On the other hand, from a viewpoint of consigned tasks and everyday functions, the temporary employee often feels a member of the company s/he works at. Studies have revealed that the majority of temporary employees consider themselves to be workers not of the temporary employment agency but of its client organization (*Galais & Moser, 2009, p. 613-614*).

So forms of work organization become more flexible, and commitment to the organization, based on long-term work relationships in companies, decreases; issues of organizational commitment and search for the identity feeling for temporary workers remain relevant.

4. Research methods

A questionnaire survey among temporary employees was conducted. Statistical analysis methods (descriptive statistics, correlation analysis, application of non-parametric criteria (Chi-Square)) were applied. A Likert's scale was also used. To test internal compatibility of the scales and their validity, Cronbach's alpha-coefficient was calculated. Spearman's correlation coefficient was used to determine the strength of correlation among ranging variables.

Questionnaire items were divided into three major blocks: the first one was meant to determine a dominant type of temporary employees' organizational commitment. The second block comprised questions that reveal certain factors that have impact on organizational commitment, while the third block was made up of demographic questions.

Research sample. All temporary employees of the temporary employment agency participated in the survey for the research. At present, the organization employs 89 temporary workers, 14 of which are on maternity/paternity leave, so the questionnaires were sent to 75 temporary employees of the agency, and 73 of them were received with answers.

Introduction of the organization. The personnel recruitment and staff leasing company (temporary employment agency) is one of the leading international personnel recruitment and staff leasing companies in Lithuania. It has its branches beyond Lithuania's borders: in Poland, Latvia and Estonia. Its clients are mainly international organizations with 1 to 500 permanent staff members. Positions of temporary workers of the company also vary widely: from auxiliary staff members and assistants to leading positions. There were 73 temporary workers of the agency as survey participants. 39.7% of them were male employees and 60.3% were female respondents. By their education, a bigger part (41.1%) of the survey participants are Bachelor's degree holders, about a quarter of them have secondary education (26%) and another quarter (24.7%) hold Master's degree. The smallest part of the respondents (8.2%) has vocational education.

4.1. Analysis of research data on types of organizational commitment

Individual analysis of affective, continuance and normative commitments was designed in the way that respondents' negative answers as estimates (i.e. 1 for "totally disagree") were

given the lowest score and the highest score was given to positive answers (i.e. 5 for “totally agree”). The maximum estimate is 25 scores (when all the questionnaire statements are replied with “totally agree”), and the minimum estimate is 5 scores (when all the statements are replied with “totally disagree”), which means that the temporary employee has a weak commitment. To find out the dominant type of commitment, the means were calculated. Table 2 shows that there is no clear dominant type of organizational commitment of the surveyed company’s employees.

Table 2. Dominant type of organizational commitment

Type of organizational commitment	Minimum score	Maximum score	Mean
Continuance	6.00	24.00	14.96
Affective	7.00	23.00	16.10
Normative	6.00	24.00	14.59

Source: own study

Statements disclosing **affective** commitment were given slightly higher scores. As for affective commitment, the survey data show that slightly more than half of the temporary employees (56.2%) tend to tell their friends or family members about the current organization. Slightly less than half of the temporary workers (47.9%) pointed out that the current organization is personally important for them. Only 31.5% of the respondents, however, agree that they would be happy to work at the client organization for the rest of their career time via the temporary employment agency. A similar number of the respondents (32.8%) say that problems of the organization become significant for them personally. It was found out that employees who had had some information about staff leasing before their employment via the temporary employment agency are more likely to show affective commitment: the rest of their career time they would like to continue working at the client organization. **Continuance** commitment is related to the interchange of benefit and reward. Analysis of the data on temporary workers’ continuance commitment revealed that more than half of the temporary employees (54.7%) agree with the statement that quitting the current organization would have negative financial consequences for them. **Normative** commitment is characteristic of those employees who work at the organization because of moral obligation and loyalty. Temporary workers’ responses to the statements that are related to normative commitment showed that about half of the respondents (50.7%) agree or totally agree with the statement that their environment has always taught/encouraged them to be loyal to the organization they work at, but 42.5% of the respondents totally agree or agree with the statement that the temporary employee does not have to be loyal to the organization s/he works at employed via a temporary employment agency.

As the difference among the three types of organizational commitment is low, the obtained data confirm that different types of commitment may prevail in different cases. The fact that affective commitment was expressed slightly stronger than the other ones is predetermined by respondents’ attitude towards indicators that characterize this type of commitment.

There is a strong statistically significant correlation between respondents’ attitude towards personal importance of the organization and personalization of its problem issues ($r = 0.732$, $p < 0.01$). Those temporary employees who treat problems of the organization as their own problems would like to work at the current company for the rest of their career

period ($r = 0.623$, $p < 0.01$). Analysis of responses to the statements that characterize continuance commitment revealed a moderately strong correlation between employees' opinion that quitting the present organization would have a negative financial impact on them and the statement that other organizations could not accord them the privileges they enjoy at the current company ($r = 0.583$, $p < 0.01$). Analysis of the data obtained on normative commitment discloses a strong statistically significant correlation between respondents' attitude towards frequent change of workplaces, the importance of loyalty to the organization and the impact of the environment on it ($r = 0.749$, $p < 0.01$).

4.2. Research data analysis on determinants of temporary employees' organizational commitment

Generalization of scientific literature allowed to distinguish the following major determinants of organizational commitment of temporary workers who are employed via a temporary employment agency: a package of financial well-being, application of different skills to perform work tasks, autonomy, trainings, leader's management style, career opportunities, balance between work and personal life, feeling of security, and work environment (relationship with colleagues, workplace). Analysis of the obtained data (Figure 1) revealed that temporary workers, who are employed via a temporary employment agency feel a lack of career opportunities (63%) and trainings (63%), are rather critical of a package of financial well-being (60%), they lack a feedback from the manager (58%) and they do not feel secure (57%). Possibilities to apply different skills at work (45%), autonomy possibilities (48%) and balance between work and personal life (51%) are evaluated rather critically. The smallest number (38%) of the temporary employees expressed negative evaluation of their work environment.

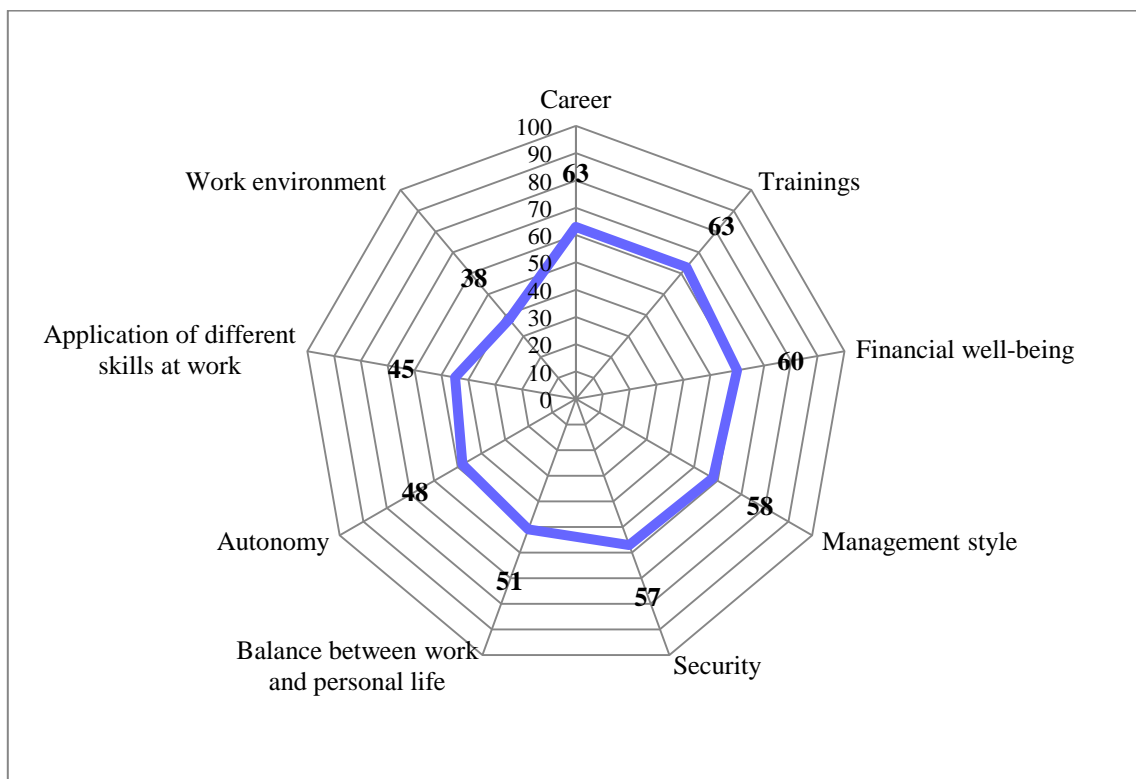


Figure 1. Distribution of employees' responses on lack of factors at temporary workplace (%)

Source: own study

Dependence of temporary workers' responses to the statement "I feel that I can be dismissed at any time" on their position at work (Chi-Square 59.182, df 20, $p < 0.00$) was established. 70.8% of auxiliary staff members agree or totally agree that they can be dismissed at any time. 38.5% of specialists agree with it too; 11.1% of administrative staff members, 21.4% of managers and 20% of low-level managers totally agree with this statement, whereas medium-level managers disagree with that. Auxiliary staff is usually employed via temporary employment agencies when the volume of work in an organization increases, therefore, temporary employees are an excellent option for fixed-term employment relationships. Workers with higher qualification, mainly top managers, are employed via temporary work agencies for a longer period, in most cases, by international companies that cannot hire new employees in their company due to head-count; therefore, they lease these staff members via temporary employment agencies.

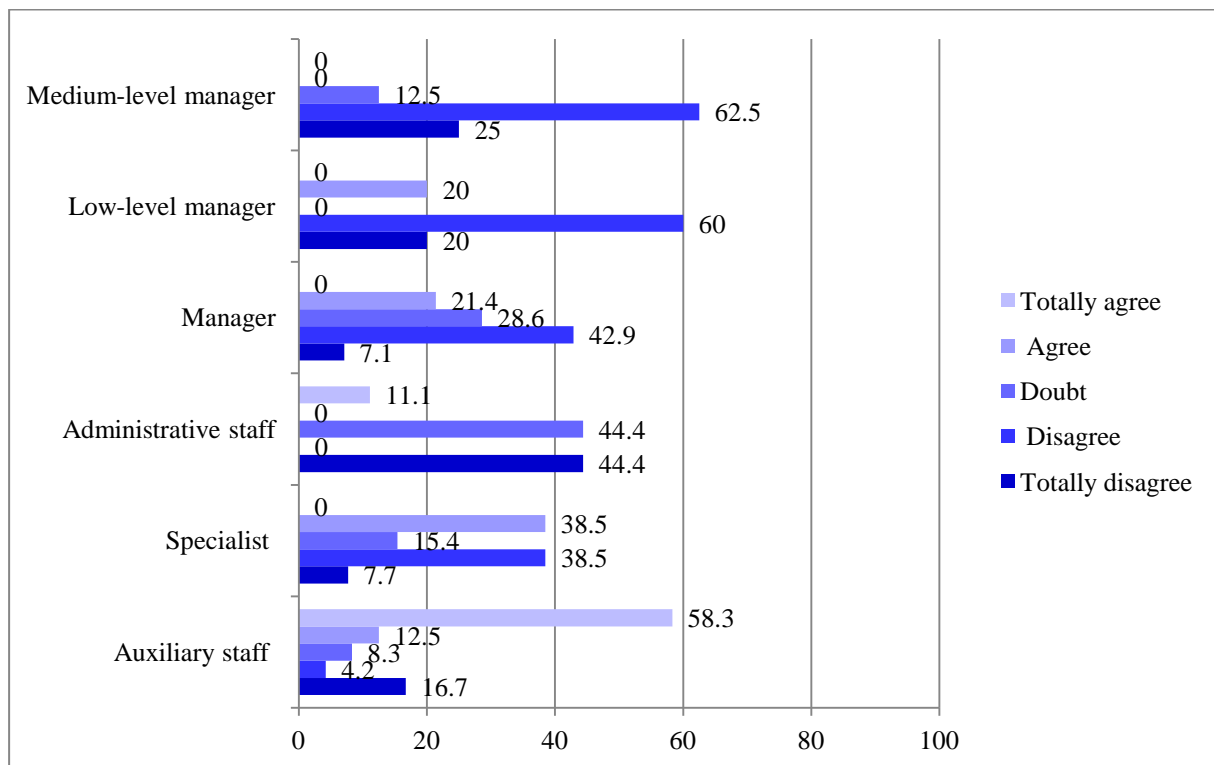


Figure 2. Distribution of respondents' answers to the statement "I feel that I can be dismissed at any time" by their position at work (%)

Source: own study

Strong statistically significant correlations were established between evaluation of financial well-being and that of security ($r = 0.711$, $p < 0.01$); between evaluation of possibilities to apply different skills at work, trainings ($r = 0.769$, $p < 0.01$), and evaluation of career opportunities ($r = 0.709$, $p < 0.01$). There is a correlation between evaluation of possibilities of autonomic decision-making at work and that of possibilities to apply different skills for work assignments ($r = 0.815$, $p < 0.01$), between evaluation of possibilities of autonomic decision-making at work and relationships with the manager ($r = 0.739$, $p < 0.01$), between evaluation of possibilities of autonomic decision-making at work and career opportunities ($r = 0.787$, $p < 0.01$). Evaluation of career opportunities in the organization is positively correlated with evaluation of work environment ($r = 0.804$, $p < 0.01$). A strong

statistically significant correlation was established between evaluation of feeling secure and the leader's management style ($r = 0.737$, $p < 0.01$), between career opportunities and work environment ($r = 0.729$, $p < 0.01$). There is a strong statistically significant correlation between work environment and autonomy ($r = 0.750$, $p < 0.01$), as well.

5. Conclusions

Temporary employment is one of flexible forms of work organization, a three-way relationship among the temporary employee, the agency and an organization as a temporary work user. Emergence of temporary employment was predetermined by large-scale unemployment, aiming to increase work productivity by decreasing dismissal costs, students' and women's growing activity in labour market for whom flexibility was of particular importance to be able to combine the need to work and to earn for a living and, at the same time, to combine the needs of education and family life.

Organizational commitment shows employee's loyalty to the company, a state of identifying oneself with the organization when its goals and values become identical to employee's goals and values. There are three types of organizational commitment distinguished: affective (it is based on employee's sincere wish to be part of the organization), continuance (it is based on employee's willingness to stay in the company because of financial well-being), and normative commitment (it is based on employee's moral obligation to stay in the company solely due to loyalty).

Analysis of the obtained research data revealed a moderately strong organizational commitment of temporary agency workers. No prevailing type of organizational commitment could be established since estimates of affective, continuance and normative commitments were very similar to each other as different types of commitment may prevail in different cases. Thus, the obtained data confirm the fact that organizational commitment of every employee covers all the three types, and their combination may differ. The fact that affective commitment was expressed slightly stronger than the other ones is predetermined by respondents' attitude towards indicators that characterize this type of commitment.

The following factors were evaluated most positively by temporary employees: work environment, possibility to apply different skills at work, autonomy, and balance between work and personal life. Temporary workers pointed out the following determinants for their organizational commitment as the weakest ones: career opportunities, trainings, financial well-being, leader's management style, and the feeling of security.

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