

UNIVERSITEIT TWENTE

Unfinished Sympathy

INDUCEMENTS AND EXPECTATIONS OF CLIENT COMPANIES TOWARDS THE TEMP AGENCY WORKERS THEY ARE USING

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Abstract

This thesis tries to explore the inducements a client organization offers and the expectations this organization holds towards their used temp agency workers. Inducements and expectations combined are defining parts of the theory of Tsui et al. (1997) en Tsui & Wu (2005). The conclusion, which follows from the 'employee-organization relationship' theory, is that client organizations either have a quasi-spot contract or an underinvestment approach towards the temp agency workers they are using. According to Tsui & Wu (2005) the other approaches, mutual investment and overinvestment, are not used with respect to temp agency workers.

Those claims are being under investigation in this thesis with the help of semi-structured interviews and a short questionnaire. Five different German companies took part in this study and provided the possibility to conduct 9 interviews with human resource managers and supervisors. The analysis of the interviews and the questionnaire led to the conclusion that most client companies indeed do use the quasi-spot contract or the underinvestment approach towards their temp agency workers. But contradicting information was found in one company where the mutual investment and the overinvestment approach were used.

The conclusions for the theory of Tsui et al. (1997) are twofold: On one hand the proposed approaches were found. On the other hand it seems fair to conclude that not every client company treats their temp agency workers in the same way.

Samenvatting

Dit onderzoek bestudeert het perspectief van de inlener ten aanzien van uitzendkrachten. Het inlenersperspectief is gekenmerkt door verschillende maten van investeringen en verschillende soorten van verwachtingen. Investerings- en verwachtingen zijn gezamenlijk de determinatieve componenten van de ‘employee-organization relationship’ theorie van Tsui et al. (1997) en Tsui & Wu (2005). De ‘employee-organization relationship’ theorie laat zien dat inleners ten aanzien van uitzendkrachten een quasi-spot contract of een underinvestment benadering aangaan en nooit een mutual investment of overinvestment benadering (Tsui & Wu, 2005).

Met behulp van semi-gestructureerde interviews en een vragenlijst is deze bewering getoetst. In vijf Duitse bedrijven zijn negen interviews afgenomen en aansluitend geanalyseerd. De resultaten laten zien dat deze bedrijven vooral een quasi-spot contract en underinvestment benadering hanteren, terwijl alleen bij een bedrijf mutual investment en overinvestment is gebruikt. Uit deze onderzoeksresultaten valt te concluderen dat de beweringen van Tsui et al. (1997) en Tsui & Wu (2005) ten deele bevestigd en ten deele niet kunnen worden bevestigd.

1 Introduction

Temporary work is a form of atypical work where the employee will leave the employer after a certain; fixed amount of time has passed. Temporary workers face different working conditions in different companies: work may be part- or full-time, benefits might be given or not, work may be qualified or unskilled. Some temporary workers apply for jobs on their own, but some temporary workers are employed by a temporary work agency.

Temporary agency work is a special form of temporary work based on a triangular relationship between the temp agency worker, a client organization and a temporary work agency. The temporary work agency employs the temp agency worker and makes the workforce of this worker available to a client organization, which is in need of workforce. The temp agency worker then fulfils his/her assignment within the client organization, which is responsible for supervision of the temp agency worker (Eurociett, 2009).

1.1 Motivation and problem outline

In 1972 the „Gesetz zur Arbeitnehmerüberlassung“ (manpower provision act) was put into action in the Federal Republic of Germany. The aforementioned law enabled on one hand flexible work and on the other hand regulations to secure standards were put in place. It seems that agency work is not as new as many believe nowadays and different views of flexibility have a long-standing tradition.

For decades temp agency workers served as the cheap modern day version of the slave. This picture was painted not only by trade unions. In 1985 the infamous book “Ganz Unten” was published in Germany where the author Günter Wallraff described his experiences with flexible work, including temporary agency work. He described how temp agency workers were literally seen as being “letzter Dreck” (“ultimate filth”) and were treaded as being the low paid slaves for the dirtiest and most dangerous work.

According to statistics published by the Bundesagentur für Arbeit (2009) the overall amount of temp agency work in Germany is steadily increasing over the last five years. At the end of the year 2003 a total number of 269000 people had work contracts with temporary work agencies, while in 2008 this number has risen up to 710000. In this period the ratio of temp agency work in comparison to the overall working population in Germany showed an increase from 1.0% to 1.6 %. Although the German numbers may sound staggering, other European countries such as the Netherlands (2.8%) and the UK (4.5%) have a considerably higher percentage of temp agency workers (Eurociett, 2009). Nevertheless those statistics reveal that

the area of temp agency work should be of great concern as is it involves a number of people both within Germany and the European Union, which should not be seen as marginal.

Guest (2004) stated that the increasing number of temporary employment arrangements, including temp agency work and other related temporary arrangements, is one of the most spectacular and important developments in Western working life. He showed that even so numbers were rising enormously in the 1980s and 1990s this trend was to continue at a much slower pace. Recent economical developments and the aforementioned statistics might indicate that this forecast is no longer viable.

Globalization, increasing insecurity and changing economical conditions are reasons why flexibility is a necessity for many companies. As Reilly (1998) states there are a number of flexibilities, which depend on the intentions of the employer. He distinguishes between numerical, functional, temporal, locational and financial flexibility. Those flexibilities allow for a fitting of the number of employees, a better organization of labor use, variety in work hours, workplaces and pay schemes to the actual needs of the company. Companies tend to use temp agency workers to secure a certain level of working force even in times of high demand, pregnancy or illness of employees and to enact a prolonged time of employee selection. But it is not only the employer who is interested in flexibility of his work force. An ever-increasing number of employees seek for flexibility in their working lives. Among the benefits they expect and indeed gain through flexible working contracts and conditions are the acquisition of additional skills, meeting of life-style preferences and maximizing of their earnings (Reilly, 1998).

1.2 Societal relevance of the issue

Trade unions were among the first to be against the development of a second labor force market in addition to the already existing. This opposition is in some aspects due to the increasing fear that the regular work force might be replaced by cheaper flexible workers (Deutscher Gewerkschaftsbund [DGB], 2008). Another concern was that temp agency workers are indeed used as modern day laborers, that working and social conditions are worse for them and that they are only used to cut down wages and to establish a general feeling of job insecurity among the existing permanent workforce. Those concerns are supported by a report of the European Trade Union Confederation (2007), which claimed that employees who are working for temporary work agencies are confronted with the worst record for working conditions, compared to all other forms of employment, when judged on a number of diverse indicators, including payment, repetitive labor and supply of information about workplace risks.

Additional societal importance of this issue arises from the profit, which is gained through temp agency work. The most recent report of the Deutscher Gewerkschaftsbund (2008) says that in 2007 the three largest German temp work agencies made almost 1.43 billion Euros profit. In addition to mentioning those substantial profits an association to poor working conditions for temp agency workers is drawn.

So in summary a negative picture is drawn about how huge temp agencies and client organizations are exploiting temp agency workers. But this picture is not without its biases as mostly temp agency workers themselves and trade unions are the sources for those concepts. By taking into account the perspective of the client organization a mutual understanding on both sides could be enhanced, which could possibly correct the exploitation concepts and which could strengthen the position of temp agencies and temp agency workers as necessary and useful part of the economy.

1.3 Scientific relevance and objective

As definitely should be noted temp agency work is not a simple picture of black and white. It is more of a high differential and highly controversial topic. For a further clearance of the picture the current state of the art in scientific literature regarding agency work has to be taken into consideration. A short overview reveals that primarily the view of the agency workers themselves is in the focus of exploration. But what about the other side of the coin, the perspective of the client organization? What about the views and expectations a personal manager or line manager as personification of the client organization has towards its temp agency workers? Those views are seldom mentioned and explored in the psychological literature. As an exception the article of Tsui, Peace, Porter and Tripoli (1997) about the relationship between organizations and employees explicates that there are four different approaches an organization can utilize towards its employees. There are two types, which are described as being unbalanced, and two further types, which are regarded as balanced. In their explanations of the four approaches and further explicated in the article of Tsui and Wu (2005) the relationships toward temp agency workers are exclusively seen as being the quasi-spot contract and underinvestment. Those statements were challenged by opposing findings that client companies indeed do invest in their temp agency workers (Torka, 2003; Coyle-Shapiro et al (2006). The in detail explanation of the relevant approaches with their according implications as well as other theories will be further explained in the theoretical chapter.

This bachelor thesis strives to add to the knowledge of the perspective of the client organization towards their temp agency workers. Especially the theory about employer-organization-relationship of Tsui et al. (1997) is taken as a basis to explore the possible

different approaches of client organizations towards their temp agency workers. The views and expectations of personal managers and line managers as personifications of the client organizations are taken into account to find supportive or contradicting information for the thesis of Tsui et al. (1997). Thus the research question is do client organizations treat their temp agency workers according to the two approaches quasi-spot contract and underinvestment? Are the expectations and the incentives of the client organization consistent with those approaches proposed by Tsui et al. (1997) or are the other approaches, mutual investment and overinvestment, also to be found.

1.4 Composition

Following the general remarks, the societal and scientific relevance in this introduction the composition of this thesis is as follows: The theoretical background for this research is presented in the second chapter. In the second chapter the research of the psychological contract will be the background to

The third chapter consists of information about the used methodology, semi-structured interviews and questionnaire. The fourth chapter contains the presentation of the organizations. In chapter five the analysis of the interviews is conducted. The conclusions regarding the fit or non-fit of the approaches quasi-spot and underinvestment (Tsui et al, 1997) for the investigated organizations towards their temp agency workers, remarks about the limitations and suggestions for further research can be found in chapter six.

2 Theoretical Background

In the following paragraphs the conceptual framework for the perceived relationship of a client organization towards her temp agency workers will be presented. The starting point will be a short definition of flexible work, which will lead us to temp agency work as a special type of flexible work. Following those definitions, some remarks about social exchange theory and an overview about the psychological contract from the perspective of the employee will be presented. The theory of the employer-organization-relationship of Tsui et al. (1997) and Tsui & Wu (2005), which will serve as the guiding framework for this thesis, will be presented afterwards. The closing statements of this chapter will be about the expectations and different aspects of HRM of the client organization.

2.1 Definition of flexible work

Contingent or flexible work as defined by Polivka & Nardone (1989) shows some differences in comparison to traditional work. Their definition of flexible work is: “Any job in which an individual does not have an explicit or implicit contract for long-term employment or one in which the minimum hours can vary in a non-systematic manner” (Polivka & Nardone, 1989; p. 11). In contrast to earlier operational definitions where contingent work was described as “any arrangement, which differs from full-time, permanent, wage and salary employment,” (Polivka & Nardone, 1989; p. 10) the definition of Polivka & Nardone (1989) places some restrictions on which employment practices can be identified as contingent work. A special form of contingent work is temp agency work, which is “a unique, ‘triangular’ form of employment, which involves the supply of workers by intermediary firms for assignments in other organisations” (European Foundation, 2008).

The rather extensive triangular relationship has been proven to be the cause of some confusion where the worker actually is committed to and whether the temporary agency or the client organization is the real employing organization. As Guest (2004) showed in his review the commitment of temp agency workers is not purely to the temp agency but also to the client organization. This leads mostly to the building of dual commitment, where the temp agency worker develops commitment to both companies. The literature on commitment of temp agency workers reveals that their form of dual commitment showed no difference between the commitment towards the temp agency and the client organization (e.g. John, 1998; Guest et al., 2000).

The working conditions for temp agency workers are diverse in different countries. For example the review of De Cuyper et al. (2007) points out that in contrast to the regulations in

the US, Australia and Canada where minimum wage, unemployment insurance and protection against unfair dismissal are no part of temporary agency work, most European countries have quite protective regulations. Those protective regulations include minimum levels of rights, payment and security, which are to be applied to both permanent and temporary workforce.

2.2 Social exchange theory and the psychological contract (PC)

According to Homans (1958) the Social Exchange theory helps us to understand the behavior of people in economic situations. The essentials of this theory are: “Social behaviour is an exchange of goods, material goods but also non-material ones, such as symbols of approval or prestige. Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them. This process of influence tends to work out at equilibrium to a balance in exchanges” (Homans, 1958, p.606). And as Gouldner (1960) put it, people should help those who have helped them before and should thus show reciprocity, even if obligations are rather unspecific (Blau, 1964). Following the line of argumentation of Coyle-Shapiro (2002) the social exchange theory seems not completely suitable for describing the behavior of employees, as it does not capture expectations and prospective rewards. On the other hand the psychological contract captures proposed prospective rewards and expectations and provides a broader basis for the understanding of the relationship between an employee and the employing organization. Schein (1978) defined the psychological contract as a set of unwritten reciprocal expectations between an individual employee and the organization, whereas Rousseau (1998) redefines the same construct as consisting of an individual’s belief in mutual obligations between that person and another party such as an employer. Further research of Rousseau (1990) states two types of obligations for the psychological contract: transactional and relational. Transactional obligations stand for the economic exchange between the employer and the employee where high pay and career advancement are the exchange for hard work. While relational obligations are of less good measurable nature as they consist of loyalty and minimum length of stay.

The approach of Rousseau (1998) towards the psychological contract is based on the perspective of the employee. The propositions were supported by several studies, which have shown that employees change their behavior and attitudes based on the perceived fulfilling of the psychological contract by the employer (e.g. Coyle-Shapiro & Kessler, 2000; Robinson, 1996; Bunderson, 2001). Unless the assumption of Rousseau (1998) that only employees can form a psychological contract, there have been several studies, which have shown that a psychological contract exists on the side of the employer as well (e.g. Coyle-Shapiro & Kessler, 2002; Guest & Conway, 2002; Tekleab & Taylor, 2003).

As this thesis wants to utilize the perspective of the client organization towards their temp agency workers a more in detail look into the psychological contract from the employee perspective is not given. Instead the following section will present the theory of Tsui et al. (1997), which proposes a theory for the employee-organization-relationship to capture the employers view.

2.3 Employee-organization-relationship as proposed by Tsui et al. (1997)

Tsui et al. (1997) claim that their employee-organization-relationship is something rather different from the psychological contract, because the focus of the latter is on expectations about the nature of exchange held by employees and not by the employing organizations. Instead Tsui et al. (1997) propose the defining dimensions of the employee-organization-relationship as being (1) employer-expected employee contributions and (2) offered inducements.

Tsui et al. (1997) found evidence that their proposed set of four different types of employee-organization-relationship approaches seem to predict the behavior of employers towards their employees. Among the four proposed approaches are two balanced and two unbalanced ones. The distinction between those approaches is done on basis of the system equity idea of Goodman (1974), where the employing organization is the referent for equity. The balanced approaches are described as being either a quasi-spot contract or mutual investment. With a quasi-spot contract relying on economic exchange an employer is offering, short-term, purely economic inducements in exchange for well-specified contributions by the employee (Tsui et al., 1997). On the other side mutual investment relies on social exchange. The employer offers unspecified, broad and open-ended obligations, including considerations of the employees' well being and training. Those approaches are described as being balanced because expectations of both sides are clearly described and are closely matched by either side.

In contrast to those balanced approaches two unbalanced approaches are named as being underinvestment and overinvestment. Underinvestment is described as demanding broad and open-ended obligations from the employee with no corresponding reciprocity on the side of the employer. The employer is only offering short-term monetary rewards while showing no interest in maintaining a long-term relationship and training. Overinvestment on the other hand is described as being of advantage for the employee who offers only well defined activities whereas the employer engages in long-term commitment including training and developing opportunities.

2.4 Employee-organization-relationship and temp agency work

In their paper Tsui & Wu (2005) finally describe what the approaches in question for flexible work are. They describe flexible work as being the new employment relationship where no longer a long-term relationship is utilized. Their understanding is that the commitment is purely based on economic exchange and a relatively well defined set of duties.

With temp agency workers belonging to the category of flexible workers, Tsui & Wu (2005) predict that based on their theory the approaches used by an employer towards temp agency workers can only be a quasi-spot contract or an underinvestment approach with the according implications for the relationship.

For a quasi-spot contract the implications are that someone is hired for a short period of time, with purely economic inducements and no expectation of job security in exchange for well-specified contributions. The implications resulting from an underinvestment approach are that employees are pushed to give broad and open-ended obligations in exchange limited or reduced rewards.

However there was no clear-cut evidence to be found for the reliability of this claim and even contradicting study results have to be taken into account (e.g. Torka, 2003). So as Guest (2004) described it 'a key research need is to explore perceptions of both parties to the employment relationship to determine the level of mutuality of perceptions of promises and obligations and their fulfillment'.

2.5 Expectations and inducements of the client organization

The decision whether a relationship between an employer and his employees is according to the definitions of Tsui et al. (1997) the two characteristics, expectations and inducements, of those approaches have to be considered. First of all the expectations an employer has towards his employees and second the inducements he is willing to provide.

Expectations can be divided into two types: relational and transactional (Grimmer & Oddy, 2007; Janssen, 1997; Oudehoven, 2003). Relational expectations are based on the exchange of socio-emotional factors such as loyalty, commitment and organizational-citizenship behavior. On the other hand transactional expectations are expectations, which are purely based on 'getting the job done'.

The second part of the characteristics is the offering of inducements towards the temp agency workers by the client organization. The inducements are to be found in the HRM practices a client organization is willing to utilize towards the temp agency workers. HRM practices, which have been in the focus of research, include career prospects, fair policies, using

workers' abilities (Morris et al, 1993) training, development and promotion (Benson, 2006) and possibility to take part in decision-making (Lincoln & Kalleberg, 1985). Consequently Torka & Schyns (in press) assume that HRM practices are antecedents for commitment.

Commitment as part of the employee-organization-relationship is found in the two approaches, mutual investment and overinvestment, of Tsui et al. (1997). Following the assumptions of Tsui & Wu (2005) it should be impossible for temp agency workers to show commitment as they only encounter a quasi-spot contract or an underinvestment approach. The findings of Torka & Schyns (in press) oppose this assumption as they found that temp agency workers were given nearly the same HRM practices as permanent workers. When temp agency workers are provided with several HRM practices, such as training, promotion and fair policies as representation of the inducements while at the same time being confronted with transactional expectations, than an overinvestment relationship will be the case. In contrast when temp agency workers are given several inducements and relational expectations are present, then the mutual investment can be found.

The following table summarizes the link between expectations (relational vs. transactional) and inducements (high-scale vs. low-scale) according to Tsui et al. (1997).

	Expectations		
	Relational	Transactional	
Inducements	On high-scale	Mutual investment approach	Overinvestment approach
	On low-scale	Underinvestment approach	Quasi-Spot contract

Table 1: Inducements offered and expectations of the client organization according to Tsui et al. (1997)

3 Methodology

3.1 Participants

Interviews were conducted among 9 different persons from 5 different companies. The sample included human resource managers and supervisors from the client organizations who use temp agency workers. The participants were selected by the client organizations according to the specification that human resource managers and direct supervisors of temp agency workers were the object of this research. All selected employees agreed to an interview.

At first only metalworking companies located in the region “Münsterland” were considered as the target group. To find out which companies fit into the category of “employing temp agency workers” the “Unternehmensverband der Metallindustrie für Dortmund und Umgebung e.V.” (“Federation for metalworking industry in Dortmund and the surrounding area”) and the “Verband Münsterländischer Metallindustrieller e.V.” (“Federation of metalworking industry for the Münsterland”) were contacted with the request to provide help. The first federation stated that help could not be provided due to the economic situation, whereas the second federation could not provide help because they fell victim to the economic situation. The research into the target group was then transferred to an internet-database, where metalworking companies of Münster and the surrounding area were listed. “NRW Metall”, which is a federation for metalworking companies in the federal state of North Rhine-Westphalia, provides the internet-database. All 70 listed companies were contacted with an introduction letter and received a phone call one week later to check for compliance and to arrange an appointment. Only 2 company agreed to interviews, whereas 97% of the approached companies were either not willing to take part or stated that a lack of time or resources was the reason for their rejection.

The first notion of approaching only metalworking companies was then abandoned and the search array was consecutively broadened to include companies from any possible sector with the sole inclusion criteria being “having experience with temp agency workers” and “residing in the region Münsterland”. To obtain further addresses temporary work agencies, three in Münster and one in Gronau, were contacted. Due to data privacy no temporary work agency was willing to show or print a list of their clients, but one agency was willing to name some clients. The 20 named companies were contacted with an introduction letter and received a

phone call one week later to check for compliance and to arrange an appointment. 2 companies agreed to interviews, which is similar to a 10% response rate.

The last company was contacted through an acquaintance, which knew that within this company temp agency workers were regularly used. This company received the introduction letter via the acquaintance and agreed to an appointment on the phone call, which followed thereafter.

3.2 Methods

For the exploratory purposes of this paper qualitative as well as quantitative strategies were used. Qualitative research is a strategy used in many situations to contribute to our knowledge of individual, group, organizational, social, political and related phenomena. Although being widely known qualitative research is regarded as being an inferior strategy by some researchers. This might be due several critical points, which can be found when conducting qualitative research. Complaints include: lack of rigor, little basis for generalization, they are taking too much time and produce a massive, unreadable amount of documents (Yin, 2003). In contrast Dooley (2001) pointed out the strength of qualitative approaches, which are non-reactive and triangulation. So that qualitative data may provide more detail and less distortion than data gained through other approaches.

In contrast quantitative research is often regarded as the sole real scientific way to know the world by natural sciences. The transition to the social sciences proves not to be as easy and the generalization is often limited (Patton, 2001). On the other side Yin (2003) proposes that quantitative research is the chosen method when the to be tested variable is clearly known. Further Yin (2003) states that quantitative research is more objective than qualitative research because it seeks precise measurement and analysis of the target.

Both, qualitative as well as quantitative strategies, have their special strengths and limitations. Using both strategies leads to a triangulation, where different perceptions of the same subject are compared (Mayring, 2001). According to Dooley (2001) and Denzin (2009) faults that might be overseen when using a single measure, will stand out when different points of view are used. With regard to triangulation Denzin (2009; p.299) stated that “methods are like the kaleidoscope - depending on how they are approached, held, and acted toward, different observations will be revealed”. And as Mayring (2001) further explicates triangulation should not be seen as a way of finding out which method provides the right answers. Triangulation should rather be seen as a method where the truth can be found in the intersection between the different perspectives.

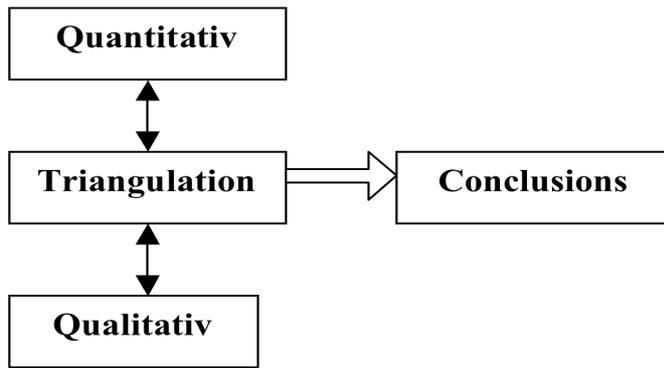


Figure 1: Triangulation according to Mayring (2001) and Denzin (2009)

Using triangulation was not the only method to enhance the quality of the results. Additionally the member check was used. A narrative accuracy member check was used where the interviewee receives the interview protocol to check for accuracy and to prevent possible distortions and misinterpretations during the interview or the transcription. The member check helps to improve accuracy and validity of a study (Yanow & Schwartz-Shea, 2006).

3.3 Investigating and analyzing inducements and expectations

The triangulation, which was used to investigate and analyze inducements and expectations of the client organization, consists of a semi-structured interview as the qualitative component and a questionnaire as the quantitative component. Both methods will be presented in the following paragraphs.

Interviews are an essential part of qualitative strategies. A distinction between three different kinds of interviews can be made: open-ended or unstructured interviews, focused or semi-structured interviews and surveys or structured interviews (Yin, 2003). The method used in this study is the semi-structured interview to ensure that every interviewee is presented with the same topics, but with the possibility to insert new questions when necessary. An interview schedule was used to ensure the coverage of all relevant topics. According to Lindlof & Taylor (2002) an interview schedule is especially useful for answering a research question, as it does not only list the wording and sequencing of questions, but is also considered a useful instrument to increase reliability and credibility of the assembled research data.

The interview schedule used in this study consisted of questions concerning the temp agency workers in general, the incentives and inducements offered to the temp agency workers and the expectations of the client organizations. The interview schedule was constructed in several steps. First a thorough research into the relevant literature regarding inducements and HRM practices was conducted. This research led to a first version of the interview schedule, which

was then reviewed, by a group of subject matter experts. The group discussion and a subsequent role-play resulted in several alterations of the schedule. The complete schedule consisted of questions about demographic factors of the interviewee, followed by several open and closed ended questions to assess the inducements and expectations of the client organization. The HRM practices which represent the inducements of the client organization were divided into seven subcategories. Those subcategories were: (1) selection, (2) salary, (3) financial benefits, (4) work content, (5) working environment, (6) development and promotion and (7) industrial relations. The conclusion of the interview was the topic expectations, which consisted of three questions to test for expectations towards permanent employees and temp agency workers.

To obtain as much information as possible about expectations additionally to the interview questions a short questionnaire was used. The questionnaire was constructed to obtain three different kinds of expectations: (1) instrumental expectations, (2) relational task related expectations and (3) relational non-task related expectations. The questionnaire was assembled using two previous questionnaires. The “zorgvuldigheidsschal” of Van Oudehoven (2003) was the source for the instrumental expectations, whereas the relational task related expectations were compiled from Janssen (1997). The items measuring relational non-task related expectations were designed by our tutor. The response categories were 1=strongly disagree, 2=moderately disagree, 3=equally agree and disagree, 4=moderately agree and 5=strongly agree. Due to the circumstances that temp agency workers cannot be seen as a homogenous group (Torka, 2003) different versions of the questionnaire were produced. The only difference between the questionnaires was the reference group. The categories for the reference group were: (1) permanent employees, (2) short-time temp agency workers (several hours, days or weeks), (3) medium-term temp agency workers (some weeks to months) and (4) long-time temp agency workers (6 months and longer or repeated assignments).

The development of the interview schedule and the questionnaire was done in a co-operation of German and Dutch students at the Dutch University of Twente. Due to this co-operation both devices were primarily developed in Dutch. Following the definite version of both devices a translation into German was done, which was back translated afterwards to enhance the reliability and validity of the translated version (Brislin, 1970).

The complete interview schedule including the questionnaire in Dutch as well as in German can be found in the appendix.

3.4 Data collection and analysis

The interviews were taped and transcribed word for word. The transcriptions were then used for an analysis of the client companies' inducements using the subcategories to assess information. The analysis is done in a cross-case way due to the fact that a) most answers were comparable both between respondents of one company as well as between companies and b) limited number of respondents for two companies which make a comparison within the company impossible. The analysis of the questionnaire was done with the help of tables. The scores for each respondent were compared (1) within the company (where applicable) and (2) between the different groups of employees (permanent vs. different groups of temp agency workers). The results of the questionnaire were then compared to the responses of the interview questions regarding expectations.

The conclusion of the analysis is the comparison of each client companies approach towards temp agency workers in comparison to the approaches offered by Tsui et al. (1997).

4 Description of Cases

4.1 Company backgrounds

For a complete understanding of the situation in regard to possible conclusions the five companies, which agreed to take part in this research are presented in this chapter.

4.1.1 *Company 1*

The first company was founded in 1972 as part of a German holding, which quickly expanded to become a worldwide holding. Since the beginning the company is working as a legally autonomous subsidiary of the holding. The company is specialized to produce high-class packaging, technical foils as well as labeling foils for diverse usages. The turnover for the complete holding was 736 million Euros in 2008. 3000 employees are working for the worldwide holding, with 800 employees working for the subsidiary. The number of temp agency workers working for the subsidiary fluctuates around 40 to 50 employees. Working responsibilities and functions for the temp agency workers depend on the duration of the stay. Short-term temp agency workers are mostly working as warehouse helpers, medium-term have more responsible tasks at assembly lines and long-term temp agency workers have mostly independent duties working as plumber or in similar positions. The respondents stated that vocational training is differs between two categories. Unskilled temp agency workers or those with a vocational training not fitting to highly skilled labor within the company are working on a short or medium term basis. Temp agency workers with a vocational training fitting to highly skilled labor within the company mostly work on a long-term basis.

In this company the human resource manager and a supervisor took part in this study and provided the necessary information.

4.1.2 *Company 2*

The company was founded in 1982 and was bought by a Japanese company in 1996. In 1998 it was sold to a new German owner, who developed the company further. Today there are about 300 employees working for the company. This company specializes in transportation, logistics and cargo distribution in Germany and some parts of Europe. For special delivery purposes they developed a new heavy goods vehicle to transport even larger amounts of cargo. The company has three subsidiaries, two in the Netherlands and a third one in Poland. The amount of employees working for the headquarters, where the interview took place, is 110, with an additional amount of 10 temp agency workers. The functions for the temp agency workers are twofold depending on the duration of stay. Short-term workers are used as loading and unloading help and warehouse helpers, whereas long-term workers are used as

truck drivers. Short-term temp agency workers are mostly unskilled or have a vocational training as warehouse helpers. For a long-term temp agency worker in this company a vocational training as truck driver is a necessary requirement.

In this company the human resource manager and a supervisor took part in this study and provided the necessary information.

4.1.3 Company 3

This company was founded in 1974 and was bought in 1988 by a Finnish holding. Since then it is working as non-autonomous subsidiary of the Finnish holding. The company specializes in the production of plastic and aluminum tubes, as well as tubes made of more than one component and plastic boards. Those tubes and boards are used for heating purposes, fresh water and gas pipes. The company employs a total of 440 people in Germany. The respondents indicated that at times when this company used temp agency workers an additionally amount of approximately 100 employees where temp agency workers. At the time of the interview no temp agency workers where present at the company and there were no plans use them in the following six month, according to economical problems. The temp agency workers functions in company 3 are working as part of an assembly line under the close supervision of a permanent employee of the company. No special vocational training is needed to work at the assembly line of this company.

In this company a member of the works council and two supervisors took part in the study and provided the necessary information.

4.1.4 Company 4

The fourth company was founded as part of an international holding. This holding employs more than 850 employees in 14 companies. The company specialized on the production of color cards for different purposes, such as automotive lacquers, wood varnishes and printing colors and for color marketing systems. Purpose of this company is to provide the best possible solutions and products for both external clients and other companies in the holding. The number of employees working for the company was indicated with being 90, with and additional amount of 20 temp agency workers. The company makes a clear distinction in the functions between short, medium and long-term temp agency workers. Short-term workers are warehouse helpers, medium-term workers work as independent helpers at an assembly line and long-term workers work as designers. Short-term and medium-term temp agency workers are mostly unskilled or have a vocational training. For a long-term temp agency worker in this company a vocational training as designer is a necessary requirement.

In this company a human resource manager took part and provided the necessary information.

4.1.5 Company 5

In contrast to the other rather big companies, the fifth company is a small company employing only 15 people with the owner being one of the working staff. This company is specialized in providing lamination and parquet services, ranging from low budget to high-class productions. In this company the owner, being the human resource manager as well as the supervisor took part in this study and provided the necessary information. At the time of the interview no temp agency workers were employed, but the respondent indicated that he hires about 2 to 3 temp agency workers according to the order situation. The only function for temp agency workers in this company is to work as production and building help.

4.2 Respondents

The mean age of the respondents was 45. The tenure for all respondents at their firm was within a range of 3 months to 27 years. All respondents were male and had knowledge about the use of temp agency workers. No respondent stated to have worked as a temp agency worker.

5 Results of the Interviews

5.1 HRM practices for temp agency workers and permanent workers

Based on the answers of the respondents, it can be concluded that all companies employed temp agency workers either at the time of the interview or at some point in the history. All respondents reported that their company is willing to employ temp agency workers further and they indicated that they are using temp agency workers as a possible resource for the future work force.

The following sections are divided according to the distinction made in the interview schedule. This distinction places value on staffing, selection, salary, financial benefits, work content, working environment, development & promotion and work relations as important parts of the HRM practices. Every section will include statements for all 5 companies as the number of respondents for company 4 and 5 makes it impossible to compare the statements within the company and the different respondents for companies 1, 2 and 3 showed no significant differences in their opinions and answers to the interview schedule.

5.1.1 Staffing

The companies 1 and 4 use temp agency workers for short-term, medium-term and long-term purposes. In company 2 the usage was for short-term and long-term purposes, whereas the third company used there temp agency workers for short and medium terms. Only the fifth company employed only short-term temp agency workers.

The reason for employing temp agency workers as named by all companies was 'to absorb fluctuations in demand'. Only company 1 and 4 named 'screening for possible new employees' as reason to employ temp agency workers. Additionally company 1 and 3 used temp agency workers as a 'buffer' for their permanent workers. With 'buffer' having the meaning of helping during holiday times or when permanent employees are ill.

The duties and responsibilities of the temp agency workers were different for most of the firms. Company 3 and 5 named lower auxiliary activities as the sole work responsibilities for temps. Temp agency workers are mostly used as unskilled laborers working under the close supervision of an experienced permanent employee of the company and doing only clear-cut jobs. In company 2 a clear distinction between short-term and long-term temp agency workers is made. Employees working on a short-term basis were allowed to do only auxiliary activities, although being not as closely supervised as the temps of companies 3 and 5. Long-term employees on the other hand had more responsible, autonomous activities and were not under the same close supervision as their short-term counterparts in the same company.

Companies 1 and 4 make a distinction between all three different temp agency workers. Short-term workers are used as unskilled laborers to absorb fluctuations in demand under the close supervision of a permanent worker, whereas medium-term workers faced no close supervision and had more responsible tasks. Long-term temp agency workers were used equally to permanent employees where the same job description was applied. All companies stated to use temp agency work mainly for manual labor and stated that for responsible white-collar tasks, such as leading or accounting a temp agency worker would never be employed.

5.1.2 Selection

The first question of this section was if there have been temp agency workers who were given a permanent contract; with the second question being what possible criteria would be for such a permanent contract.

Only company 5 indicated to never have given a permanent contract to a temp agency worker. But at the same time the respondent said, that if a temp agency worker would show outstanding performance and a job opening would appear in his company he would offer a permanent contract to a temp agency worker. All other companies stated that there have been cases where permanent contracts were given to temp agency workers.

“After the temp agency assignment was fulfilled we offered such a permanent contract. That occurs occasionally.” (company 1)

The reasons for the offering of a permanent contract were outstanding performance and development, engagement in regard to work, organizational citizenship behavior and useful qualifications and previous knowledge. However, all companies said that contracts were only offered to long-term temp agency workers.

“ On the one hand the criteria are that we made positive experiences with this temp agency worker. As I name it there have been learning effects, where temp agency workers have learned skills, which are useful for us and we could get to know this temp agency worker over a long period, so that we approved of hiring this temp agency worker as a permanent employee.” (company 1)

Company 3 even said that they preferred to offer permanent or temporary contracts instead of employing long-term temp agency workers.

“If we happen to notice that the work is going to take longer than 5 months, than we self are offering a temporary contract to the workers or are hiring them on a permanent basis. Everything that is below 5 month is done with temp agency workers.” (company 3)

5.1.3 Salary and financial bonuses

Research showed that temp agency workers have to deal with less salary than permanent workers at the same client company. This is also supported by the collective wage agreement in Germany where temp agency workers have a secure but lower level of payment in comparison to permanent workers. Those findings are supported by this study.

When asking what the impression of the respondent was, whether there are differences in salary for temp agency workers and permanent workers, all companies indicated that they paid less for the temp agency worker than for their permanent workers. The reason for the difference was described as being the payment per hour for temp agency workers. Especially company 5 and 2 mentioned a big difference between the hours being worked and the hours being paid. One of the respondents said that sometimes about a fifth of the worked hours is not paid for by the temp agencies.

“Some temp agency workers express concerns about their low wages as compared to the wages they were promised. One temp agency worker then asked me for help to read his pay slip. That way I noticed that one of the temp agencies did not pay for about a fifth of the worked hours.” (company 5)

No company paid financial bonuses to their temp agency workers, but their permanent workers received some bonuses. Those bonuses were vacation and Christmas allowances. The often-named reason is that temp agency workers are not employees of the organization but of the temp agency and are therefore not eligible to bonuses.

But fortunately no respondent had noticed differences in payment regarding short, medium and long-term temp agency workers from the same company. A difference of payment was a possible thought for some respondents with the reason being having more experience or more qualifications for a job.

But all respondents mentioned differences in salary for different temp agencies. Company 2 and 4 even stated that they would never work with temp agencies where they knew that the worker would only get a minimum salary, far below any collective wage agreement. The reason was that those companies felt an obligation towards their workers, whether permanent or temp, to provide them with a human and secure basis.

“That is my basic principle and I’m doing logistics since 1990. I have always said ‘Live and let live’. [...] I know that they do not earn highest wages. But I think that when they are working for a temp agency and are earning some 9 to 10 Euro. That means they won’t get rich but they receive a payment which is adequate to the work they are doing.” (company 2)

“We check the conditions of the temp agencies we are working with. We do not want to deal with companies who are paying so low that the worker we receive is nearly starving even though he is working. We know that we have a responsibility for our workforce and it does not matter if they are ours or from the temp agency as they do their work at our company.” (company 4)

All companies indicated to work with two to four temp agencies, with one being the main source for temp workers and the others serving as backup and means of comparison. This led to the question if the company ever had felt the need or obligation to intervene with the salary paid by the temp agency. Company 5 was the only one to never have thought about intervening. From all other companies some sort of intervention was named. Company 3 and 4 said that they had actively demanded higher payment for temp agency workers.

“Intervention with the payment of temp agency workers? Of course! We have a strong works council and they bargain a lot. The management has an agreement with the works council that goes like this: In exchange for not questioning and intervening with the using of temp agency workers for short periods the management has to make sure that temp agency workers are paid at least the minimum wage of the collective bargaining or more.” (company 3)

“Yes, we did a intervention for our temp agency workers. We noticed that one of our designers from the temp agency did not receive as much as he should have. I mean the temp agency did not even pay him the collective bargaining pay. We found out and spoke to the company that we did not want this to happen and they changed it.” (company 4)

In company 1 and 2 the intervention was limited to the demanding of the correct payment of all the worked hours, overtime and punctual payment.

5.1.4 Financial benefits

The financial benefits in question are compensations for the journey to work, work cloth and protective clothing. Only company 4 mentioned differences between permanent workers and temp agency workers regarding compensations for the journey to work. They provide white-collar workers with company cars, under the condition that those share their ride with other permanent workers living close by. Temp agency workers do not receive such compensations, but are not forbidden to ask for a share of ride with a permanent worker.

“We have a car pool at hand. We know that most of our employees live close by each other and if they sign an agreement to do ride sharing with co-workers living near them, than they can use a pool car. We check this regularly to ensure that they do this car sharing and violation of this agreement leads to consequences. [...] Temp agency workers are not given a car out of the car pool but if they have someone close by who does ride sharing and has an open space left, then we would not forbid it.” (company 4)

All other companies stated that the journey to work is the matter of each person individually and that a possible payment of any compensation for temp agency workers would be the responsibility of the temp agency. Working and protective cloth are provided for temp agency and permanent workers by companies 3 and 4. Company 2 states that spare cloth is available if someone forgot their cloth, but that the usage of this spare cloth is discouraged. Otherwise the temp agency is responsible for providing the necessary equipment. At the first company working and protective cloth are not provided for temp agency workers, but they demand that the temp agency provides their workers with cloth looking similar to those used by the client company for their own permanent workers.

5.1.5 Work content

The question regarding functions and duties of the temp agency workers was answered similar in each company. Each company made a distinction between work and functions suitable for temp workers and work, which is exclusively for permanent workers. The temp workers are used for manual labor and auxiliary work in all companies. Accounting and leading positions are reserved for permanent workers.

“Commercial (white collar) positions are only for permanent workers.” (company 2)

“There are activities which are especially suitable for temp agency work, such as helper and

some industrial arts. If one ascends in the hierarchy than it will be less likely that temp agency worker will be found. One has to answer the question like this: very specialized work, leading and accounting are normally not suitable for temp agency work.” (company 1)

But it is clear in all companies that a permanent worker doing the same job as a temp agency worker has the same responsibilities and duties. There is a distinction regarding the responsibilities, which temps are allowed to have, but there are no distinctions at the same job level.

A difference of work content between short, medium and long-term temp agency workers was named by all respondents with the reason being duration of stay and vocational adjustment. But all respondents also stated that those differences are not specific to temp agency workers but are universal for all workers with different tenure in the company.

5.1.6 Work environment

The working environment was divided into the two parts, physical environment on the one hand and social work environment on the other. All companies stated that the physical work environment is equal for temp agency and permanent workers doing the same job. They state that there are differences between the different possible jobs within a company but that people doing the same job are always facing the same physical work environment. There is further no distinction between short, medium and long-term temp agency workers.

“No. There is no distinction between the physical work environment for permanent and temp agency workers doing the same job.” (company 1)

“Why should we treat them different? [...] No that is no topic for us. We treat them as we treat our own permanent staff.” (company 2)

“No, all are working under the same conditions.” (company 5)

For social work environment the same can be stated. All companies indicated to treat temp agency and permanent workers equally. There was no distinction between short, medium and long-term temp agency workers. In company 4 the different treatment of temp agency workers, which occurred a year ago, even led to severe consequences for the person who violated the company's equal treatment policy.

“We had a case of difficult or different treatment last year. One of the executive staff tended to treat two of our temp agency workers as his personal slaves and punching bags. He repeatedly abused both temp agency workers verbally.[...] First they did not want to inform someone about it but co-workers encouraged them and so it became known. The management had to take action and after a conversation and a warning did not have the intended results this person was laid-off.” (company 4)

5.1.7 Development and promotion

For development the situation is equal for all companies. All companies state that necessary training-on-the-job and protection schoolings take place not only for the permanent workers but also for the temp agency workers. There is also no difference to be found between short, medium and long-term temp agency workers.

“Due to regulations different schoolings, like fire drills or schoolings regarding health hazards are necessary for all employees, so temp agency workers take part, too.” (company 3)

“If it is necessary, for example if a new product is used for the parquet and we have a schooling at our company and a temp agency worker is working for us at that time then he can take part.” (company 5)

The picture changes for additional schoolings. Those schoolings are always provided for permanent workers if necessary, but only company 4, stated that long-term temp agency workers are encouraged to take part in such schooling. Those schoolings are done within and paid for by the client company.

“We have schoolings about teamwork and maintaining motivation quality. We invite some tutor or another and he/she then does the schooling for us. Primarily this is for us to motivate our employees and to help maintain our high quality standards, but if you look at the topics then a more general knowledge is taught. The temp agency workers can surely transfer this to other companies as well.” (company 4)

For the other categories of temp agency workers development is not provided in all five companies.

The possibility to be promoted is absent for temp agency workers in all five companies. The third and fourth company indicated that before a promotion is given to a temp agency worker, this worker is given a permanent contract.

“If we notice that a temp agency worker is doing his job without flaws and if he is motivated, and we notice that he could work on position, which is more responsible, than we would offer him a permanent contract.” (company 4)

For companies 2, 3 and 5 the absence of promotion possibilities is explained by a lack of possibilities for the position where temp agency workers have to work. This lack is not only for the temp agency workers, but also for the permanent workers at the same position.

“We do not have the possibility to promote someone. For the logistics we have the chief storekeeper and an assistant storekeeper and both supervise the warehouse helpers. If one of the executives leaves then a job opening would be apparent, but as long as they both are there, there is no possibility to develop.” (company 2)

5.1.8 Industrial relations

The situation regarding work relations is clear-cut for companies 2 and 3. Group discussions and decisions are not taking part at the blue-collar level, where temp agency workers are doing their job or temp agency workers are not regarded as part of the client company’s workforce and so temp agency workers are not involved in discussions or decisions.

“No, temp agency workers are not taking part, because they are not from our company.” (company 2)

“On the blue collar level are no discussions and decision processes in our company. So temp agency workers are not involved.” (company 3)

For company 1 the group discussions and decisions include temp agency workers if their assignment is affected.

“When it has something to do with their job then they are welcome to discuss.” (company 1)

In company 4 and 5 supervisors encourage the taking part of temp agency workers in group discussions and decisions through direct invitation to take part and direct addressing of the

temp agency workers during discussions.

“I include the temp agency workers in the discussions. When we are doing such a discussion this is done after work when everyone comes back to the company to deposit the tools. Then everyone is there from the helper to me, the manager. And everyone takes part. That is just natural. Everyone is asked for the opinion, one never knows if someone has the right solution.” (company 5)

In company 4 temp agency workers are encouraged to produce and invent new ideas. Several ideas and advancements of temp agency workers have been put into place successfully and they are seen as providing new ideas from different points of view than the existing staff.

“There have been some ideas which we use now. For example did we introduce a new program for our designers. A temp agency worker had worked with this program before and was able to show that we would benefit from this program.” (company 4)

In companies 1, 2, 3 and 5 the production of new ideas is not seen as necessary by the management. In none of those three companies any idea of a temp agency worker has been put into place and temp agency worker are not seen as having new ideas to bring advancements for the company.

“No, they have no ideas.” (company 2)

“No, we did not put any ideas in place. At least none that I know of.” (company 1)

“There is not much one could enhance in our work. And I have not met a temp agency worker that showed interest in presenting innovations.” (company 5)

5.1.9 Expectations

Expectations are the last complex within the interview schedule. There the possible differences between expectations of permanent and temp agency workers were asked.

For permanent workers the expectations within all five companies were similar. The worker should be punctual, should perform as best as possible, should help a co-worker in doing their job and present the company in the best possible light to outsiders.

The expectations for temp agency workers were similar for all companies on the first view,

but than differences for the different duration times occurred. All companies agreed insofar as all employees should do their job, be punctual and perform in the best possible way. But for the long-term temp agency workers additional expectations arose insofar as they also should help co-workers and are expected to do something more than just their work to provide the hiring in organization with reasons to hire him on a permanent basis.

“If they want to have a permanent job than they should show that they are ready. They should stand out among the other temp agency workers. They should do more and be better.”
(company 3)

“If someone is here for a long period than I expect more from him than if he is only here for a short time. He should know how things work here, should co-operate with his co-workers and should do a bit more than just his job.” (company 4)

5.2 Results of the questionnaire

The results of the questionnaire are presented in the following paragraphs. First an overview over the different expectations for permanent and temp agency workers across the client companies is given. Then the results for the different respondents within a client company (where applicable) are presented. All mentioned tables can be found in the appendix.

The questions in this questionnaire are divided into questions regarding (1) instrumental expectations, (2) relational task related expectations and (3) relational non-task related expectations. The results showed that all three kinds of expectations are strong to very strong expected from permanent workers as can be seen in table 2. For permanent workers it has to be concluded that instrumental as well as relational task and non-task related expectations are considered as of similar high interest.

Regarding temp agency workers the results of the questionnaire were a bit diverse. For short-term temp agency workers the instrumental expectations were strong to very strong ranging from 4.3 to 4.7. Those numbers can be compared to the expectations a client company has towards its permanent working staff. Relational task related expectations scored weak (1.4 to 2.7) and relational non-task related expectations were moderate (2.8 to 3.5). (table 3).

For medium-term temp agency workers the instrumental expectations were strongly to very strong expected, whereas the relational task related and relational non-task related expectations scored weak to moderate (table 4). For long-term temp agency workers the results, shown in table 5, differ a bit from those of the other temp agency workers. While instrumental expectations are very strong expected, relational non-task related expectations

are strongly expected and relational task related expectations are moderately expected. For all client companies it has to be stated that instrumental expectations score highest, followed by relational non-task related and relational task related expectations.

For the three companies where more than one employee took part in this project the subsequent results are presented in table 6. For company 1 differences between the human resource manager and the supervisor exist for instrumental and relational non-task related expectations. While the human resource manager rates the instrumental expectations different for the three different categories of temp agency workers, the supervisor rates them as being equally expected from short, medium and long term temp agency workers. The same holds for the relational non-task related expectations. Overall the supervisor has higher expectations than the human resource manager. In company 2 there were nearly no differences to be found between the responses of the human resource manager and the supervisor. Both rate short and long-term temp agency workers different in regard to relational task related and relational non-task related expectations, while instrumental expectations were rated similar for both temp agency worker categories.

5.3 Inferences from the results to the theory of Tsui et al (1997)

In the following paragraphs inferences from the results to the theory of Tsui et al (1997) are drawn. Company 1 provides the temp agency workers with little inducements and expectations are mainly instrumental. For short and medium term temp agency workers this combination is clearly to be seen and is in accordance with the quasi-spot contract. For long-term temp agency workers the few inducements are combined with high instrumental expectations and more relational task related expectations than holds true for the short and medium term temp agency workers. This combination tends toward the underinvestment approach. In company 2 few inducements are combined with high instrumental expectations and nearly similar high relational task and non-task related expectations. This clearly indicates an underinvestment approach, which holds for the short and long term temp agency workers who are used by this company. In company 3 no differences between the short and medium term temp agency workers can be found. Few inducements are paired with high instrumental expectations and few relational expectations so that the quasi-spot contract can be found. In company 4 different approaches towards the different categories of temp agency workers are utilized. Many inducements are paired with very high instrumental expectations for all temp agency workers. The relational expectations for short and medium term temp

agency workers are moderate so that a certain amount of overinvestment can be concluded. For long term temp agency workers the relational expectations are high so that a mutual relations approach can be assumed. In company 5 few inducements are paired with high instrumental expectations and few to moderate relational expectations so that a quasi-spot contract tending towards an underinvestment approach is concluded.

6 Discussion, limitations and suggestions

The aim of this study was to find evidence for the postulations of the theory of Tsui et al. (1997) and Tsui & Wu (2005) that temp agency workers are approached with a quasi-spot contract or an underinvestment approach.

Regarding inducements, the interviews show that temp agency workers perform the same tasks as permanent workers having the same job description within an organization and both groups of employees face the same work environment and are hired if the performance is according to the specifications and if a job opening is apparent. Those are the inducements, which can be found in every company, which was interviewed. However, differences between permanent and temp agency workers appear in HRM practices regarding payment, financial benefits, development, promotion and work relations.

Expectations vary across the client companies. Instrumental expectations always receive the highest rating regardless which company is asked. The same cannot be said about relational expectations, whether task or non-task related. The relational expectations vary across the companies and also within the companies. As an overall trend non-task related expectations seem to be valued higher than task-related expectations.

If all variations are taken into account than at least for short and medium term temp agency workers the assumptions of Tsui et al. (1997) seem to be true and those short-term temp agency workers are faced with a quasi-spot or underinvestment approach. The inducements are clear cut and well defined, whereas instrumental expectations are high and relational expectations are low. Only company 4 showed overinvestment in the short and medium term temp agency workers as high inducements were paired with high instrumental expectations and few relational expectations.

Long-term temp agency workers are approached with underinvestment in two companies whereas one company uses the mutual relations approach. In the companies where underinvestment is used, the long term temp agency workers are faced with few inducements but instrumental and relational expectations are high. Only company 4 showed mutual relations towards the long term temp agency workers as high inducements were met by high instrumental and relational expectations.

As a conclusion all approaches of Tsui et al. (1997) were found to be used by the client companies for temp agency workers, instead of the proposition of Tsui & Wu (2005) that only quasi spot and underinvestment are to be found. The findings indicate that temp agency workers are not seen as a homogenous group but are approached differently according to their duration of stay as is in accordance with Torka (2003).

This study has several limitations. The sample of companies was so diverse that a true comparison, which takes into account the size of the company, sector and length of working with temp agencies is not possible. Many companies that were approached stated that they could not take part due to the economical situation but this may have been an easy way to discard uneasy questions about a sensitive topic. This might have led to a distortion of the sample as maybe only those companies took part, which regard themselves as open to new kinds of working relations while being fair to all their employees. A further restriction is that temp agency workers who are used by the client companies are blue-collar workers, with their skill-level ranging from low to medium. Further research should be done with different and larger samples.

Considering those limitations, this study nonetheless has some implications for future research. Following the results from this study it seems not fair to conclude that all temp agency workers are treated the same way and are approached with the same employee-organization approach. At least a distinction between duration of stay and job level seems to be useful to include in further research. Furthermore it seems unfair to conclude that every company approaches temp agency workers with the same homogeneous HRM practices. Some companies seem to value the work of temp agency workers more, than others. It might be that companies having an international management background where temp agency work is regarded as useful and valuable, approach temp agency workers different than companies where temp agency work is solely seen as means to absorb production peaks. Additional factors which might influence the client companies approach towards temp agency workers and which could be worth investigating are: Are temp agencies preferred who are not taking part in collective bargaining? Do levels of satisfaction with past assignments on side of the client company change the inducements and expectations for future temp agency workers? Are there different approaches towards blue and white-collar workers? Does knowledge about the psychological contract or the employee-organization relation influence the organization with regard to its offered inducements and expectations?

So maybe it is time that the German government takes a look towards its neighbor Netherlands and other European countries to learn how national legislation for temp agency work can be put into place which results in equal treatment of temp agency workers and permanent staff regarding a range of HRM practices. So that a true equal treatment takes place, where temp agency and permanent workers are both approached with mutual relations. And maybe the companies who are utilizing the quasi-spot or underinvestment approach are realizing that a change in the economical circumstances places them in a less favorable

position. If companies are primarily interested in high levels of task performance than an economic change will result in a substantial loss of workforce. The approach which places both sides in a win situation and which will prove to be the winning one is only the mutual investment with its subsequent philosophy: The employer treats his employees well, but expects a lot from them as well.

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8 Appendix

8.1 Interview schedule and questionnaire in Dutch

Introductie

Kennismaking

Doelstelling interview (inclusief relevantie onderzoek)

Anonimiteit

Mogelijkheid aanvullende opmerkingen toe te voegen einde interview

Mijn eerste set van vragen gaat over een aantal persoonlijke kenmerken. Ik stel u deze vragen omdat onderzoek laat zien dat bijvoorbeeld de duur van de ervaring met uitzendkrachten een invloed kan hebben op de manier van omgang met deze. Persoonlijke vragen dienen om achteraf – over de bedrijven heen – te kijken of bijvoorbeeld de aard van de functie een invloed heeft op de houding t.a.v. uitzendkrachten.

Persoonlijke kenmerken van de geïnterviewde

1. Wat is uw functie?
2. Wat is uw leeftijd?
3. Sinds wanneer bent u werkzaam voor ... (naam bedrijf)?
4. Hoe lang hebt u ervaring met uitzendkrachten al dan niet binnen ... (naam bedrijf)?
5. Hebt u zelf ooit als uitzendkracht gewerkt?

Uitzendkrachten bij ... (naam bedrijf)

De volgende vragen dienen om in kaart te brengen hoe en hoeveel uitzendkrachten ... (naam bedrijf) inzet.

1. Maakt ... (naam bedrijf) gebruik van
 - kortdurig uitzendwerk (enkele uren, dagen of weken)
 - uitzendwerk voor een middelmatige duur (enkele weken tot maanden)
 - langdurig uitzendwerk (6 maanden of langer of herhaaldelijke inzet van een en dezelfde uitzendkrachten)
2. Zijn er op dit moment uitzendkrachten bij ... (naam bedrijf) werkzaam?
 - a) Zo ja, hoeveel en wat is de procedurele verhouding tot vaste medewerkers?
 - b) Voor welke functies worden uitzendkrachten ingezet?
 - b) Zo nee, waarom zijn er op dit moment geen uitzendkrachten bij ... (naam bedrijf) werkzaam?

Wat biedt ... (naam bedrijf) aan uitzendkrachten?

De volgende vragen gaan over het personeelsmanagement van ... (naam bedrijf) voor uitzendkrachten. Voor de verschillende aspecten wil ik u vragen wat ... (naam bedrijf) aan deze biedt.

- 1) Selectie
 - Zijn er uitzendkrachten die u op termijn een aanstelling bij het bedrijf biedt?

- Indien ja, welke uitzendkrachten krijgen een vaste aanstelling bij ... (naam bedrijf). Anders gezegd: aan wat moeten ze voldoen?

2) Financiële beloning

- Wat is uw indruk: zijn er verschillen in salaris tussen vaste medewerkers en uitzendkrachten?

Indien er verschillen zijn: welke en waarom bestaan volgens u deze verschillen?

- Zijn er bepaalde monetaire beloningen die uitsluitend eigen medewerkers krijgen (e.g., kerstgeld, eindejaarsbonus)
- Kunnen uitzendkrachten in aanmerking komen voor financiële beloningen van ... (naam bedrijf)? (e.g., 'envelop' voor verjaardag, bonus voor goede prestaties)?
- Wat is uw indruk: zijn er verschillen in beloning tussen uitzendkrachten? Zo ja, wat zijn volgens u de oorzaken van deze verschillen?
- Zijn er verschillen in beloning tussen (kijken wat van toepassing is) kortdurige, middelmatige duur en langdurige uitzendkrachten?
- Maakt ... (naam bedrijf) gebruik van meerdere uitzendbureaus? Zo ja, hebt u de indruk dat er salarisverschillen tussen uitzendbureaus zijn?
- Is het weleens voorgekomen dat ... (naam bedrijf) zich met de hoogte van salarissen van uitzendkrachten heeft bemoeid? Zo ja, kunt u vertellen wat de aanleiding daarvan was?

3) Monetaire compensaties

Monetaire compensaties gaan over financiële tegemoetkomingen in bijvoorbeeld werkkleding en reiskosten.

- Zijn er volgens u verschillen in monetaire compensaties tussen vaste medewerkers en uitzendkrachten? Indien er verschillen zijn: welke en waarom bestaan deze verschillen?
- Zijn er volgens u verschillen in monetaire compensaties tussen (wat van toepassing is) kortdurige, middelmatige duur en langdurige uitzendkrachten?
- Is het weleens voorgekomen dat ... (naam bedrijf) zich met monetaire compensaties van uitzendkrachten heeft bemoeid? Zo ja, kunt u vertellen wat de aanleiding daarvan was?

4) Arbeidsinhoud

- Zijn er functies of taken die uitsluitend door vaste medewerkers en uitsluitend door uitzendkrachten worden vervuld? Zo ja, welke en waarom?
- Zijn er verschillen in arbeidsinhoud tussen (wat van toepassing is) kortdurige, middelmatige duur en langdurige uitzendkrachten?

5) Arbeidsomstandigheden

- Zijn er verschillen in fysieke arbeidsomstandigheden (bijvoorbeeld zwaarder werk, belastender werk, vermoeiender werk, gevaarlijker werk) tussen vaste medewerkers en uitzendkrachten?
- Zijn er verschillen in fysieke arbeidsomstandigheden tussen (wat van toepassing is) langdurige, middelmatige duur en langdurige uitzendkrachten?

- Zijn er verschillen in sociale arbeidsomstandigheden (bijv. omgang met vaste medewerkers, leidinggevendenden, integratie in afdelingen of teams) tussen vaste medewerkers en uitzendkrachten?
- Zijn er verschillen in sociale arbeidsomstandigheden tussen (wat van toepassing is) langdurige, middelmatige duur en langdurige uitzendkrachten?

6) Ontwikkeling en promotie

- Biedt ... (naam bedrijf) vaste medewerkers mogelijkheden voor training-on-the-job en, zo ja, welke?
- Biedt ... (naam bedrijf) uitzendkrachten mogelijkheden voor training-on-the-job en, zo ja, welke?
- Zijn er verschillen in mogelijkheden voor training-on-the-job tussen kortdurige, middelmatige duur en langdurige uitzendkrachten?
- Biedt ... (naam bedrijf) vaste medewerkers mogelijkheden voor opleiding en cursussen en, zo ja, welke?
- Biedt ... (naam bedrijf) uitzendkrachten mogelijkheden voor opleiding en cursussen en, zo ja, welke?
- Zijn er verschillen in mogelijkheden voor opleiding en cursussen tussen kortdurige, middelmatige duur en langdurige uitzendkrachten?
- Heeft ... (naam bedrijf) al ooit opleidingen en cursussen voor uitzendkrachten gedeeltelijk of geheel vergoed? Indien ja: Waarom heeft men dit gedaan?
- Biedt ... (naam bedrijf) vaste medewerkers de mogelijkheid op een betere of hogere functie? Anders gezegd: kunnen eigen medewerkers doorgroeien?
- Biedt ... (naam bedrijf) uitzendkrachten de mogelijkheid op een betere of hogere functie? Anders gezegd: kunnen uitzendkrachten doorgroeien?
- Zijn er verschillen in mogelijkheden betere of hogere functies tussen kortdurige, middelmatige duur en langdurige uitzendkrachten?

7) Arbeidsverhoudingen

- Organiseert c.q. organiseren de verschillende afdelingen van ... (naam bedrijf) werkoverleg op teamniveau? Zo ja, krijgen vaste medewerkers aldaar de gelegenheid om hun mening en ideeën te uiten?
- Nemen ook uitzendkrachten aan dit overleg deel? Zo ja, geldt dit voor alle uitzendkrachten of alleen voor bepaalde groepen (kortdurige, middelmatige duur, langdurig)?
- Wat is uw mening over de inbreng van uitzendkrachten in het werkoverleg? Hebben ze meer of minder inbreng dan vaste medewerkers of misschien een andere inbreng (bijvoorbeeld andere ideeën of meningen)?
- Zijn er ook andere vormen van groepsoverleg bij ... (naam bedrijf), zoals kwaliteitskringen of projectteams? Nemen ook uitzendkrachten aan deze vormen van groepsoverleg deel? Zo ja, geldt dit voor alle uitzendkrachten of alleen voor bepaalde groepen (kortdurige, middelmatige duur, langdurig)?
- Zijn ooit (verbeterings)ideeën van uitzendkrachten geïmplementeerd en, zo ja, welke?
- Wat is uw mening: dragen uitzendkrachten meer of minder bij aan organisatievernieuwing dan vaste medewerkers?
- *Vraag aan directe leidinggevendenden:* Naast groepsoverleg kunnen medewerkers ook meningen en ideeën direct en individueel aan de directe leidinggevende vertellen. Doen uitzendkrachten dit en, zo ja, wat is de aard van hun inbreng,

kunt u voorbeelden noemen? Komt deze ‘spontane’ inbreng van alle uitzendkrachten of doen dit alleen bepaalde groepen (wederom de antwoorden laten zien)?

- *Vraag voor directeuren, HR managers of ondernemingsraadleden:*
- Zijn onder de ondernemingsraadleden ook uitzendkrachten? Zo ja, wat is hun inbreng? Zo nee, heeft ... (naam bedrijf) al ooit geprobeerd om uitzendkrachten voor de OR te werven?
- Zijn uitzendkrachten een thema binnen de OR en zo ja, welke thema's betreffende uitzendkrachten worden er besproken?

Deze laatste set van vragen gaat over verwachtingen die u van vaste medewerkers en uitzendkrachten hebt.

- 1) Wat verwacht u van uw vaste medewerkers?
- 2) Hebt u andere verwachtingen t.a.v. uw vaste medewerkers dan t.a.v. uw uitzendkrachten? Zo ja, waarom, zo nee, waarom niet (en wat zijn de verschillen in verwachtingen)?
- 3) Verwacht u van alle uitzendkrachten hetzelfde of zijn er verschillen in verwachtingen? Waarom hebt u deze verschillende verwachtingen, wat zijn de ‘oorzaken’?

Invullen van de beknopte vragenlijsten

- a) Verwachtingen vaste medewerkers
- b) Verwachtingen uitzendkrachten (*Attentie: indien er qua verblijfsduur verschillende groepen uitzendkrachten worden ingezet, betekent dit dat de respondent voor iedere groep – kortdurig, middelmatige duur, langdurig – één lijst (dus maximaal 4: 1 voor eigen medewerkers, 1 voor kortdurige uitzendkrachten, 1 voor middelmatige duur uitzendkrachten, 1 voor langdurige uitzendkrachten) moet invullen*)

Volgende identieke vragen in identieke volgorde aan geïnterviewde voorleggen. 5-punt antwoordschaal: 1 = helemaal niet mee eens; 5 = helemaal mee eens

Ik verwacht van ... (eigen medewerkers, kortdurige uitzendkrachten, middelmatige duur uitzendkrachten, langdurige uitzendkrachten) dat ze

- Knelpunten opsporen (probleemherkenning)
- Problemen in kaart brengen (probleemherkenning)
- Informatie inwinnen om afwijkingen te kunnen constateren (probleemherkenning)
- Nieuwe werkwijze, technieken of instrumenten uitzoeken (idee generatie)
- Originele ideeën genereren (idee generatie)
- Nieuwe oplossingen bedenken voor oude problemen (idee generatie)
- Nieuwe benaderingen bedenken voor de uitvoering van taken
- Efficiënt zijn
- Zorgvuldig te werk gaan
- Naar perfectie streven
- Gericht zijn op planning
- Zich aan de regels houden
- De kwaliteit bewaken
- Ervoor zorgen dat het werk op tijd af is

- Collega's helpen
- Aanwezig zijn op bijeenkomsten ook zijn deze niet verplicht
- Meedenken met de afdeling en ... (naam bedrijf)
- Bijdragen aan een goeie sfeer

8.2 Interview and questionnaire in German

Einleitung

Vorstellung

Ziel des Interviews (einschließlich Relevanz der Untersuchung)

Anonymität

Möglichkeit für weitere Bemerkungen besteht am Ende des Interviews

Der erste Teil der Fragen bezieht sich auf einige persönliche Merkmale. Ich stelle ihnen diese Fragen, da aufgrund von Untersuchungen z.B. die Dauer der Erfahrungen mit Zeitarbeitern, Einfluss haben kann auf die Art und Weise wie man mit Zeitarbeitern umgeht. Persönliche Fragen dienen um hinterher Vergleiche zwischen den Betrieben zu ermöglichen (z.B. ob die Tätigkeit Einfluss hat auf die Haltung/Einstellung in Bezug auf Zeitarbeiter).

Persönliche Merkmale des Interviewten

1. Welche Funktion besetzen Sie?
2. Wie alt sind Sie?
3. Seit wann sind Sie angestellt bei... (Name des Betriebes)?
4. Seit wann haben Sie Erfahrung mit Zeitarbeitern bei ... (Name des Betriebes) und seit wann davor??
5. Waren Sie selbst einmal als Zeitarbeiter tätig??

Zeitarbeiter bei ... (Name des Betriebes)

Die nun folgenden Fragen dienen einen Übersicht zu schaffen wie viele Zeitarbeiter ...(Name des Betriebes) einsetzt und wie.

1. Nutzt... (Name des Betriebes)

- kurzfristig eingesetzte Zeitarbeiter (einige Stunden, Tage oder Wochen)
- mittelfristig eingesetzte Zeitarbeiter (einige Wochen oder Monate)
- langfristig eingesetzte Zeitarbeiter (6 Monate und länger oder wiederholter Einsatz)

2. Sind zurzeit Zeitarbeiter bei ... (Name des Betriebes) angestellt?

- a) Falls ja, wie viele und wie ist das prozentuelle Verhältnis zu festen Mitarbeitern?
- b) Für welche Funktionen werden Zeitarbeiter eingesetzt?
- b) Falls nicht, warum sind bei ... (Name des Betriebes) zurzeit keine Zeitarbeiter angestellt?

Was bietet ... (Name des Betriebes) seinen Zeitarbeitern?

Die folgenden Fragen beziehen sich auf das Personalmanagement bezüglich Zeitarbeitern von ... (Name des Betriebes). Bezogen auf verschiedene Aspekte möchte ich Sie fragen was ... (Name des Betriebes) seinen Zeitarbeitern bietet.

1) Selektion

- Gibt es Zeitarbeiter denen ein befristeter oder unbefristeter Arbeitsvertrag in Ihrem

Betrieb angeboten wurde?

- Falls ja, warum wurde diesen Zeitarbeitern ein solcher Vertrag angeboten (was sind die Kriterien)?

2) Finanzielle Vergütung

- Was ist Ihr Eindruck: Unterscheiden sich die Gehälter von festen Mitarbeitern und Zeitarbeitern?

- Falls ja, was für Unterschiede und warum bestehen diese Ihrer Meinung nach? Gibt es bestimmte geldliche Boni die ausschließlich festen Mitarbeitern zukommen (z.B. Weihnachtsgeld, 13. Monatsgehalt)

- Erhalten Zeitarbeiter von ... (Name des Betriebes) finanzielle Boni? (z.B. Geburtstagsgeld, Zuschlag aufgrund von guter Leistung)

- Was ist Ihr Eindruck: Erhalten unterschiedliche Zeitarbeiter unterschiedliche Gehälter/Boni? Falls ja, was sind Ihrer Meinung nach die Gründe für diese Unterschiede?

- Erhalten kurzfristige, mittelfristige und langfristige (betriebsspezifische Einteilung) Zeitarbeiter unterschiedlich Gehälter?

- Arbeitet ... (Name des Betriebes) mit mehreren Zeitarbeitsfirmen zusammen? Falls ja, haben Sie den Eindruck, dass Gehaltsunterschiede vorhanden sind?

- Ist es bereits vorgekommen, dass ... (Name des Betriebes) die Höhe der Gehälter von Zeitarbeitern beeinflusst hat? Falls ja, können Sie mir Gründe dafür nennen?

3) Geldwerte Vorteile / Finanzielle Ausgleichszahlungen/ Finanzielle Zuschüsse

Unter geldwerten Vorteilen sind finanzielle Zuschüsse/Beihilfen zu verstehen, wie z.B. Vergütungen für Arbeitskleidung oder Anfahrtskosten.

- Bestehen Ihrer Meinung nach Unterschiede zwischen Festangestellten und Zeitarbeitern im Bezug auf finanzielle Zuschüsse?

- So ja, welche und warum?

- Bestehen Ihrer Meinung nach Unterschiede zwischen kurzfristig/mittelfristig und langfristig beschäftigten Zeitarbeitern?

- Ist es in Ihrem Betrieb bereits vorgekommen, dass Sie sich mit den finanziellen Zuschüssen von Zeitarbeitern beschäftigt haben?

- So ja, könnten Sie die Gründe dafür nennen?

4) Arbeitsinhalt

- Gibt es Aufgaben und Funktionen in Ihrem Betrieb, die ausschließlich von Festangestellten oder ausschließlich von Zeitarbeitern übernommen werden?

- So ja, welche und warum?

- Bestehen bei ... (Name des Betriebes) Unterschiede bezüglich des Arbeitsinhaltes für kurzfristig/mittelfristig und langfristig beschäftigte Zeitarbeiter?

5) Arbeitsbedingungen

- Gibt es Unterschiede bezüglich der körperlichen Arbeitsbedingungen (z.B. schwerer, belastender, ermüdender oder gefährlichere Arbeit), zwischen Festangestellten und Zeitarbeitern?

- Gibt es Unterschiede bezüglich der körperlichen Arbeitsbedingungen zwischen kurzfristig/mittelfristig und langfristig beschäftigten Zeitarbeitern?

- Gibt es Unterschiede bezüglich der sozialen Arbeitsbedingungen (z.B. der Umgang mit Festangestellten, Vorgesetzten, Integration in den Abteilungen oder in den Teams) zwischen Festangestellten und Zeitarbeitern?
- Gibt es Unterschiede bezüglich der sozialen Arbeitsbedingungen zwischen kurzfristig/mittelfristig und langfristig beschäftigten Zeitarbeitern?

6) *Entwicklung und Beförderung*

- Bietet ... (Name der Firma) für seine Festangestellten Möglichkeiten eines Training-on-the-job (Lernen am Arbeitsplatz) und, wenn ja, welche?
- Bietet ... (Name der Firma) für seine Zeitarbeiter Möglichkeiten eines Training-on-the-job/(Lernen am Arbeitsplatz) und, wenn ja, welche?
- Gibt es zwischen den kurzfristig/mittelfristig und langfristig beschäftigten Zeitarbeitern Unterschiede in den Möglichkeiten für Training-on-the-job/(Lernen am Arbeitsplatz)?
- Bietet ... (Name der Firma) seinen Festangestellten die Möglichkeiten an Weiterbildungen und Lehrgängen teilzunehmen, wenn ja, welche?
- Bietet ... (Name der Firma) seinen Zeitarbeitern die Möglichkeiten an Weiterbildungen und Lehrgängen teilzunehmen, wenn ja, welche?
- Gibt es Unterschiede bezüglich der Teilnahmemöglichkeit an Weiterbildungen und Lehrgängen zwischen kurzfristig/mittelfristig und langfristig beschäftigten Zeitarbeitern?
- Hat... (Name der Firma) jemals Weiterbildungen und Lehrgänge für Zeitarbeiter teilweise oder vollständig vergütet?
- Wenn ja: Warum hat man dies getan?
- Bietet... (Name der Firma) seinen Festangestellten die Möglichkeit einer anderen Funktion und/oder die Möglichkeit innerhalb der Firmenhierarchie aufzusteigen?
- Bietet... (Name der Firma) seinen Zeitarbeitern die Möglichkeit einer anderen Funktion und/ oder die Möglichkeit innerhalb der Firmenhierarchie aufzusteigen?
- Gibt es Unterschiede bezüglich der Möglichkeit ein andere Funktion und/ oder die Möglichkeit innerhalb der Firmenhierarchie aufzusteigen zwischen kurzfristig/mittelfristig und langfristig beschäftigten Zeitarbeitern?

7) *Arbeitsverhouding = Industrielle Beziehungen*

- Organisiert bzw. organisieren die unterschiedlichen Abteilungen von ... (Name der Firma) Arbeitsbesprechungen auf Abteilungs- oder Teamniveau?
- Wenn ja, erhalten Festangestellte dort die Gelegenheit ihre Meinung und Ideen zu äußern?
- Nehmen auch Zeitarbeiter an diesen Besprechungen teil?
- Wenn ja, erhalten Zeitarbeiter dort die Gelegenheit ihre Meinung und Ideen zu äußern?
- Wenn ja, gilt dass für alle Zeitarbeiter oder nur für bestimmte Gruppen (kurzfristig/mittelfristig/langfristig beschäftigte Zeitarbeiter)?
- Was ist Ihre Meinung zu den Beiträgen der Zeitarbeiter bei den Beratungen? Tragen sie mehr oder weniger zur Diskussion bei oder haben die Zeitarbeiter gänzlich neue/andere Beiträge im Vergleich zu den Festangestellten (z.B. andere Ideen oder Meinungen)?
- Gibt es auch andere Arten von Partizipation bei ... (Name der Firma) wie zum Beispiel Qualitätszirkel oder Projektteams?
- Nehmen auch Zeitarbeiter an diesen Arten der Partizipation teil?

- Wenn ja, gilt das für alle Zeitarbeiter oder nur für bestimmte Gruppen (kurzfristig/mittelfristig/langfristig beschäftigte Zeitarbeiter)?
- Wurden jemals Verbesserungsvorschläge von Zeitarbeitern eingeführt oder übernommen?
- Wenn ja, welche ?
- Tragen, Ihrer Meinung nach, die Zeitarbeiter mehr oder weniger zur Verbesserung/Reform/Umstrukturierung des Betriebes bei als Festangestellte?

Frage an direkte Vorgesetzte

- Außerhalb von Arbeitsbesprechungen können Mitarbeiter Meinungen und Ideen auch direkt und individuell an den Vorgesetzten heran tragen. Zeigen Zeitarbeitnehmer das gleiche Verhalten?
- Wenn ja, von welcher Art sind ihre Beiträge?
- Können sie ein Beispiel nennen/beschreiben?
- Kommen diese spontanen Beiträge von allen Zeitarbeitern oder zeigen sich Unterschiede zwischen kurzfristig/mittelfristig und langfristig beschäftigten Zeitarbeitern?

Frage an Direktoren, HR Managers oder Betriebsratsmitglieder:

- Sind unter den Betriebsratsmitgliedern auch Zeitarbeiter? Wenn ja, was ist deren Beitrag? Wenn nicht, hat ... (Name des Betriebes) jemals probiert Zeitarbeiter für den Betriebsrat zu werben?
- Sind Zeitarbeiter ein Thema innerhalb des Betriebsrates? Und wenn ja, welche Themen werden bezüglich der Zeitarbeiter besprochen?

Diese letzten Fragen haben einen Bezug auf die Erwartungen die Sie an Festangestellte und Zeitarbeiter haben.

- Was erwarten Sie von ihren Festangestellten?
- Haben Sie andere Erwartungen an ihre Festangestellten im Vergleich zu Ihren Zeitarbeitern? Wenn ja, warum, und wenn nein, warum nicht? (und was sind die Unterschiede in den Erwartungen?)
- Erwarten Sie von allen Zeitarbeitern das gleiche, oder bestehen Unterschiede bezüglich der Erwartungen an kurzfristig, mittelfristig und langfristig beschäftigte Zeitarbeiter? Warum haben Sie diese unterschiedlichen Erwartungen und welche Ursachen sehen Sie dafür?

Einfüllen der Fragebogens.

- Erwartungen an Festangestellte
- Erwartungen an Zeitarbeiter

Folgende identische Fragen, in identischer Reihenfolge an den Interviewpartner stellen. Die Antwortskala läuft von 1-5, wobei 1 = stimme ganz und gar nicht zu und 5 = stimme ganz entschieden zu.

Ich erwarte von ... (eigenen Mitarbeitern, kurzfristig eingesetzten Zeitarbeitern, mittelfristig eingesetzten Zeitarbeitern, langfristig eingesetzten Zeitarbeitern), dass sie:

- Engpässe erkennen
- Eine Problemübersicht entwickeln

- Informationen einholen, um Abweichungen feststellen zu können
- Neue Arbeitsweisen, neue Techniken oder Instrumente herausfinden.
- Originelle Ideen entwickeln.
- Neue Lösungen für alte Probleme bedenken.
- Neue Vorgehensweisen entwickeln für die Ausführung von Aufgaben.
- Effizient sind.
- Sorgfältig ihre Arbeit verrichten.
- Nach Perfektion streben.
- Ziel orientiert handeln.
- Sich an Regeln halten.
- Die Qualität bewahren.
- Dafür Sorge tragen, dass die Arbeit pünktlich fertig gestellt wird.
- Kollegen helfen.
- Anwesend sind bei Absprachen/Treffen, auch wenn an diesen nicht verpflichtet teilgenommen werden muss.
- Mitdenken im Zusammenhang mit der Abteilung und im Zusammenhang mit ... (Name Betrieb)
- Beitragen an einer guten Atmosphäre.

8.3 Tables

	Relational task related expectations	Instrumental expectations	Relational non-task related expectations
Company 1	4,2	4,6	4,3
Company 2	3,5	4,6	4,4
Company 3	4,6	4,7	4
Company 4	4,6	4,7	3,8
Company 5	3,7	4,7	4,6

Table 2: Results for expectations regarding permanent workers in all five companies

	Relational task related expectations	Instrumental expectations	Relational non-task related expectations
Company 1	1,4	4,3	3,4
Company 2	2,3	4,6	3,5
Company 3	2,7	4,7	2,8
Company 4	2,7	4,7	2,8
Company 5	2,7	4,3	3,5

Table 3: Results for expectations regarding short term temp agency workers in all five companies

	Relational task related expectations	Instrumental expectations	Relational non-task related expectations
Company 1	2,4	4,6	3,6
Company 3	2,7	4,7	2,8
Company 4	2,7	4,9	2,8

Table 4 Results for expectations regarding medium term temp agency workers

	Relational task related expectations	Instrumental expectations	Relational non-task related expectations
Company 1	3,2	4,6	3,9
Company 2	3,1	4,6	4,3
Company 4	3,6	4,9	3,5

Table 5 Results for expectations regarding long term temp agency workers

Company – Respondent – Type of Employee	Relational task related expectations	Instrumental expectations	Relational non-task related expectations
Company 1			
Human resource manager			
Permanent	3,9	4,4	3,5
Short-term temp	1,3	3,9	2,5
Medium-term temp	2,4	4,3	3
Long-term temp	3,6	4,4	3,5
Supervisor			
Permanent	4,6	4,9	5
Short-term temp	1,4	4,7	4,3
Medium-term temp	2,3	4,9	4,3
Long-term temp	2,9	4,7	4,3
Company 2			
Human resource manager			
Permanent	3,4	4,4	4,3
Short-term temp	2,3	4,3	3,8
Long-Term temp	3,1	4,3	4,5
Supervisor			
Permanent	3,7	4,9	4,5
Short-term temp	2,6	4,9	3,3
Long-Term temp	3,3	4,9	4
Company 3			
Works council member			
Permanent	4,6	4,7	4
Short-term temp	2,7	4,7	2,8
Medium-term temp	2,7	4,7	2,8
Supervisor			
Permanent	4,6	4,6	4,7
Short-term temp	2,3	4,6	2,9
Medium-term temp	2,7	4,6	2,8
Supervisor			
Permanent	4,6	4,7	4
Short-term temp	2,9	4,7	2,8
Medium-term temp	2,7	4,7	2,8

Table 6 – Comparison of different respondents within a client company