

Student Practice Integration into Temporary Employment Services

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Abstract

Over the last few years, the requirements of the industry have increased and it has become necessary to be flexible at both the micro and macro levels. It is important to meet the preferred needs of enterprises and all individuals. In today's increasingly open market global economy and the continual introduction of new businesses technologies, workers are confronted with the need as well as the opportunity to adapt to the changing labor market. Labor market flexibility becomes one of the most important strengths to integrate more individuals into the labor market in order to impact the labor market unemployment reduction rate. This research analyses different scientific authors temporary employment theoretical analysis, studies and results. Additionally, it attempts to show the possible methods of temporary employment integration in the student practice process and generally into the higher education system.

Keywords: temporary employment, temporary employment agency, temporary employer, temporary employment contract, student practice, high education, student employment.

Introduction

Relevance of the topic and the main issues.

Temporary employment is one of the measures to improve employment policies as it allows entering the labor market for passive participants. This employment method is particularly important in addressing the unemployment problem. At the same time, this new form of employment may be treated as a student practice place. Student practicals in the Lithuanian labor market is based on the practice program. However, it is noted that the company is likely to save time instead by being reluctant to get involved in the student placement process. In order to respond more flexibly to labor market trends and thereby contribute to youth unemployment rates, it is important to young graduated professionals during practice to develop their theoretical and practical knowledge and skills in practice, and adapt it in the current business changing environment.

Temporary employment services allows companies to save time and it can become a student

practice place to encourage young specialists to take part in the business world.

The practical research problem aspect is associated with the temporary employment services and how they could be integrated into the higher education system as a tool for student practice. It should be noted that the temporary employment agency services can significantly contribute to positive labor market changes.

Scientific temporary employment problem aspect is associated with these main aspects:

1. Temporary employment as a new form of employment that is poorly studied in scientific literature.
2. Temporary employment as a possible tool for student practice.
3. Temporary employment integration model into high education system.

The research aim is to analyse temporary employment adaptation in student practice process.

The research subject – temporary employment adaptation in student practice process.

Research objectives:

1. According to scientific Lithuanian and foreign literature analyses, to identify theoretical interpretation varieties of temporary employment.
2. To discover possible business and science cooperation methods and forms.
3. To identify a temporary employment service position in the student practice process.

The research methods: scientific literature and document analysis, systematization, comparison, generalization, summary of practical experience.

Temporary employment concepts analysis

T. Bagdanskis (2008) analysed the conditions of temporary employment services and investigated their advantages and disadvantages. E. V. Bartkus (2007) and E. McGaughey (2010) drew attention to the fact that temporary employment agency providing services became an effective factor in the business

strategy. E. V. Bartkus, A. Raipa, and Z. Liepe (2009) concluded that temporary employment agencies contribute to career opportunities. Ahituv A.'s and R. Lerman's (2005) study revealed that the increase in the number of temporary workers is mainly a consequence of the changing needs of employers. Meanwhile, F. De Decker (2003) found that the integration of young people into the the labor market was associated with the current and future market needs and consumer expectations.

Many scientific authors' interpretations of temporary employment concepts are different:

1. D. Gimeno and F. Benavides (2002) note that the appearance of new forms of employment in the labor market was the main reason of temporary employment integration appearance in order to make better human resources management processes. The authors argued that the temporary employment process is based on three different units that each have their own specifications. The workers are employed by the temporary employment agency and then hired out to work in temporary employment services user companies. There is no employment relationship between the temporary employer and temporary employment user company. The key feature that temporary employment services provide to a company is flexibility.
2. J. Arrowsmith (2009) discovered that temporary employment services mostly is important for short-term job performance. Furthermore, temporary employers are able to try different work offers that suit their circumstances. On the other hand, those employers have less control and more pressure at their workplace. Many university graduates enter the labor market through temporary employment agency providing services.
3. J. Judickienė (2008) defined temporary employment as a phenomenon whose functions include employee selection, relationship related to employee records, labor contracts, etc.
4. A. Ahituv and R. Lerman (2005) showed that temporary employment agencies services reduce with personnel recruitment, selection, placement, related administration time and costs. The authors discovered that promoting employment means an effective labour market policies where employers are encouraged to hire people. Furthermore, it is also important for unemployment and seeks to increase employability.
5. V. Bartkus (2007) agreed with temporary te employment law appearance in Lithuania in 2011 and argued that these services are useful tools for companies in order to have a flexible human resources management process. Furthermore, the

author notes that temporary employment agency work can smooth transitions from unemployment to employment and lead to a longer and more stable employment term that helps improve work and life balance.

6. T. Bagdanskis and J. Usonis (2008) noted that the goal of temporary employment law is to ensure the protection of employers and to improve the quality of temporary employment agency services by ensuring that the principle of equal treatment at workplace would apply for temporary workers.
7. A. Koveriene and S. Zickiene (2008) stated that different forms of employment have emerged because the labor law and collective agreements were not fully adjusted to the rapid organization and society changes. Temporary employment was used by companies because they want not only to remain competitive in the global economy but also to reduce costs which may require the need to increase labor productivity.
8. Authors H. David, S. Houseman, and N. Houseman (2009) discovered that temporary employment agencies services specialize in certain skilled workers for an already set period of work. It is noted that temporary employees do not have permanent employment workplace. However, temporary employment services can be used as an alternative method for youth to gain work experience.

To sum up different scientific authors' temporary employment analyses, it is important to mention that flexibility in the labour market is an important condition for economic competition that help to solve unemployment problems. Furthermore, temporary employment agencies services is treated as a consequence of employment form which encourages companies to sustainable enterprises in a more effective and more focused business way. On the other hand, temporary employment services are useful in order to cover for the short term such as filling in for illness, vacation, seasonal work or needed short term help in different departments. Temporary employment agencies are a form of labour market intermediary. They meet the needs of two different groups: temporary employment services user enterprises for workforce flexibility, and temporary employers who seek work. Such services match the labour market demand and supply and raise the human resources business services activity.

Business and science cooperation methods

For employers it is important that higher education institutions would take account of labor market needs and trends. As a result, balanced professional training would be focused on higher education and the business relationship. It appears

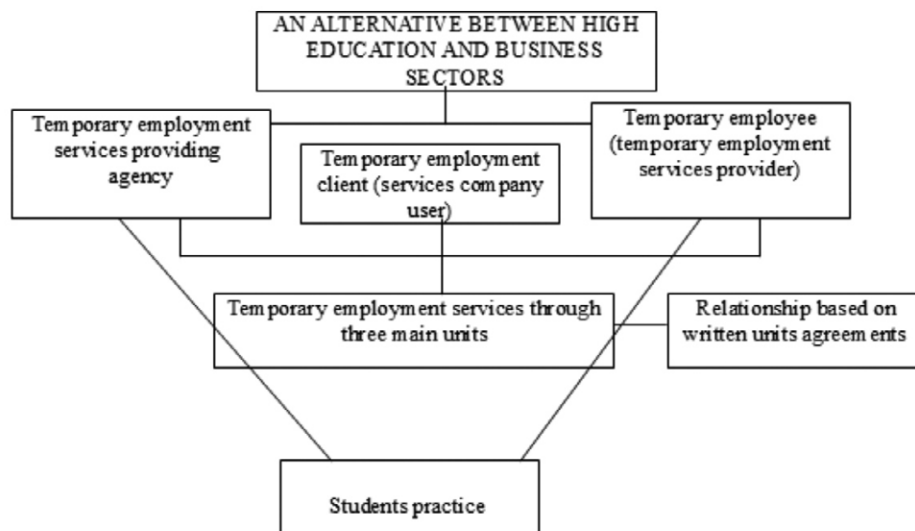


Figure 1. Student practice place in temporary employment and high education cooperation model.

Source: Picture is created by author an article.

that the labor market offers more and more specialized jobs which mean that the higher education system parallel should offer wider programs of studies. The higher education system and employers' mutual social ties can be developed in various forms of cooperation. In the evaluation of their performance and prospects of the business and education sector positions, in this case, business seek for economic benefits, while science provides education.

The globalization market continues to change, and therefore scientific and business sectors must find common operating principles to prepare for that. It also leads to the potential application of educational institutions in the future to become an important tool for students' practice. Temporary employment validation and use as a tool for students' practice can help effectively use human resources, raise development of inter-institutional cooperation and to introduce a new culture of cooperation and enhance the professional competencies (Countouris, N.; Horton, R., 2009). Student practice helps integrate young professionals into the labor market that will develop youth competencies, promote professionalism and can create career opportunities for youth. As a result, one of the most striking labour market developments of recent decades has been the declining economic status of young workers. The potential implications of the described phenomenon for the youth and for the society as a whole are important.

One of the goals in the national Lisbon strategy is to increase the efficiency of the higher education system and to improve the most qualified professionals that meet modern industry and business needs demand. The strategy also expects to reach

70 percent of employment and to reduce and keep low unemployment - about 6-7 percent over the next 12-15 years. Students practice becomes a tool to contribute to this objective and temporary employment agencies becomes a measure to expand it (decree on National Lisbon Strategy Implementation Programme, 2005). The transition period from university to employment marks an important youth step in life and substantially influences the subsequent labour market performance and well-being of university graduates.

In order to create an effective business and higher education system cooperation it should be noted that these topics may be associated with the selected company practice place. It is a way for students to develop their practical skills. Figure 1 shows possible temporary employment services providing company and high education unit cooperation through student practice where triangular employment relationship dominates.

Such cooperation between high education and business must be based on the principle that their authorities will help to moderate the labor market control mechanism. At the same time practice guide most are interested in participating in the final thesis defence and may contribute to the jury work. Furthermore, temporary employment services as a tool for student practice can be the start of their career and have a positive or negative impact on the transition rate into permanent employment. Figure 2 shows how student can be involved in the labor market and get a permanent job offer after being unemployed and using student practice through temporary agency.

Furthermore, it is important to find methods of collaboration between temporary employment agency

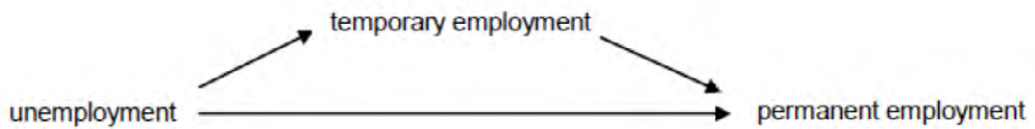


Figure 2. Employment situation transitions.

Source: Christian G.; Elsy, V. (2008).

and higher education. For example, those cooperation methods can primarily be divided into several cooperation forms, such as:

1. Participating in the specialists preparing process for labor market needs. The possible ways this form can be implemented are: employers can take the supervisor role for the students' final thesis where he can participate in the final thesis defence, contribute to the studies program development, initiate and prepare a description or the requirements for specialists workplace, etc.
2. Student practice. Employers must participate in and lead students in practice, attend career fairs, nominate targeted practice incentive grants, create job opportunities and employ students, etc.
3. Participating in various projects. Here both higher education members and employers must contribute to the project preparation and its implementation. They have to implement common cooperation agreements, become social partners, etc.

According to the above-mentioned methods, the temporary employment agency role can be very important in order to reduce the unemployment rate in the labour market and to raise youth competencies with high education. Furthermore, student practice is the best method for a young specialist to introduce themselves to a possible employer and to develop new

skills in order to become that company employee. Temporary employment can be a way to maintain or increase the stock of human capital through work experience for university graduates.

To sum up, it could be stated that each country by reform of the higher education system maintains efforts to increase the number of students in universities and to improve the ease of their integration into the labor market. Students practice has become an international education policy priority which plays an important role in improving the students' abilities but also contributes to the formation of a professional-based society. An effective student practice system is necessary to improve the modern education and the business sector efficiency and cooperation in society to achieve common interests.

The most important higher institution customers are students who choose higher education in one or another institution but also are participants of the learning process as well as, after graduating, becoming society participants that represent higher education institutions. In addition, higher education as a product development process is associated with its current and future user needs and expectations. The practice purpose can be described as student academic knowledge and skills adapting in the global changing business environment.

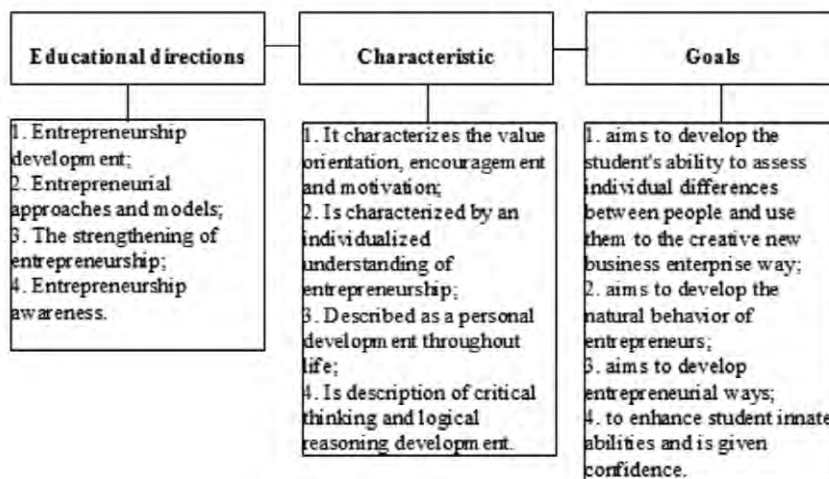


Figure 3. Entrepreneurship development directions

Source: Zakarevicius, P., Zuperka, A. (2011).

Higher education institutions, by developing the academic community, raise their international mobility of studies. The more internationalized studies also help to enhance students' intercultural and other competencies that are important to the EU labor market (Freckmann, 2004). This result allows graduates to be more competitive in the labor market and more representative for employers. R. Kersiene (2009) strongly agrees that competition is very important for sustainability at the workplace. Additionally, student practice follows specialist to entrepreneurship education development and is very important for business participants (see Figure 3).

Strengthening entrepreneurship should rely on optimistic psychology, organizational science, and entrepreneurial life-procedural development. By entrepreneurship development, it is seeking to develop business behaviour (Woodhouse D., 1999).

Therefore, the influence of globalization on labor market mobility increases the demand for those students who have a better understanding and ability to work in different working environments and thus leads them to successful integration into the labor market. For this reason, competences and skills have a significant influence of study process for graduates (Woodhouse, H., 2010). Student practice allows for developing existing core competencies and skills and to consolidate in the real working conditions. Therefore, higher education institutions have an important responsibility to prepare professionals to work in the changing labor market and to meet the needs of business and society.

Student practice adaptation in temporary employment services

Social, economic and technological changes in the world are becoming more ambitious requirements for professional individuals' preparation. In the labor market are expected to work fully trained professionals who are educated with university acquired knowledge and skills adapted into practice. Different business sectors highlight the requirements for individual sectors of the economy which employers usually name as existing staff competencies. Although universities offering for businesses professionally trained competitive specialists, in order to prepare a comprehensive future business domain expert high schools must update the programs of study, specializations, modules, and improve students' practice methodology (V. Rinkeviciene, R. Ramanauskiene, 2010).

Temporary employment adaptation in student practice process would allow for the increase of youth practical skills competencies in different fields and to develop their objective approach to the temporary

employment agency services not only as a students practice place but also as the career prospects offering business form. Primarily, in order to model temporary employment adaptation in student practice process the following main tasks must be set.

- The first task should be related with different business sector exploration in order to introduce this adaptation process goals, objectives, and implementation plan of these measures.
- Secondly, every person involved in this process must deepen the theoretical knowledge in different areas of business work functions as well as gain new practical skills in these areas of business.
- The third part of work is to provide practical skills and competencies needed to work in different areas of business.

After all those mentioned tasks are divided into different groups, all implementation plan strategy steps must be set that will lead to better business and education system cooperation. By working in a temporary job, students can signal to future employers both their willingness and their ability to work. Forming a student practice system through temporary employment agencies is essential to promoting wider, deeper and more sustainable practice policy principles, such as:

- constant attention paid to teaching and learning;
- investment in training and support;
- promotion of innovation;
- creation of closer cooperation ties between research, business and practice.

The goal of those principles could be regarded to ensure that students participating in the student practice through temporary employment agencies acquire multiple experience. The key elements that make up students' practice through a temporary employment agency process can be that the students practice in the users of temporary employment services organizes and coordinates both companies' personnel departments (temporary employment agency and temporary employment service user). The responsibility for the administrative enforcement and monitoring remains to the temporary employment agency. The higher education system participants who aims to make the students practice carried out by temporary employment agencies 2-3 months prior to the beginning of practice must apply in writing to the temporary employment agency. The document must be referred to the students who wish to practice with the number, their speciality, rate, duration, and area of activity where the student wishes to practice. Furthermore, students during practice time to the temporary work area are only allowed to enter with a temporary employment agency issued practising certificate. During the first practice day the student is

introduced to the temporary work user's local rules of procedure, safety briefing, coordinating practice manager, and practice workplace. The student is also provided with all necessary working tools for practice. The temporary employment agency and temporary employment service user discusses with students the scope of practice, teaching methods, evaluation criteria and the expected tasks. After student's practice ends the student shall prepare a practice report.

The temporary employment agency and temporary employment service user delivers the evaluation of the student's practice and his ability to perform personal and professional competencies. Well-evaluated students can get recommendation as well as the opportunity to stay in the constant practice workplace as a permanent employee. Furthermore, by state initiative companies which employed students after practice can be provided tax relief. Such an approach will contribute to the country's gross domestic product growth and will reduce unemployment rates.

Conclusions

Temporary employment agencies play an important role in the labour market functioning that increases the flexibility between employees and workers. It allows enterprises to have more flexibility in order to increase their workforces and it can help improve working conditions. Temporary employment services are treated as an effective unemployment rate in the country in reducing new employment forms. Its development framework increase by the insufficient labor supply with the ability of companies to be resistant and flexible and adaptive seasonality, the ability to reduce time cost of new staff recruitment process and their employment-related administrative time costs. Furthermore, temporary employment agencies have developed employment mechanisms that promote good business human resources management that become key players in the labor market.

It is stated that the practice as part of the study process during which students work professionally in a business institution their knowledge is verifiable, adaptable and at the same time they improve in their profession sphere. During practice acquired knowledge is important for the student's future professional development in order to attain competitive skills and abilities in the global labor market environment.

Additionally, temporary employment adaptation in student practice process may contribute to future market participants - professional competency development which is currently one of the main employers' requirements. Student practice becomes an important issue which by systematic development

and implementation could be useful in preparing professionals for the future workplace of their profession.

G. Benchmark (2000) found that practical professional competence, consisting of three professional values and attitudes, skills and professional skills, professional knowledge and understanding, have been formed at the university and by past experience as well as during the student practice process. It is noted that higher education and business cooperation can be facilitated through ongoing communication such as regular meetings. Furthermore, cooperation will depend on the trust between those two units for each other that can establish good practice and together can deliver more efficient services.

Finally, this research allows for further temporary employment analyses. One of the further research objectives could be to discover a model of temporary employment as a tool for student practice. Moreover, this research information is important for higher education system participants in order get to know additional opportunities that require further investigation to become real tools that would determine employers' and workers' interests, abilities, professional expectations and will identify the key problems that hinder the creation of a successful dialogue between workers and employers.

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Studentų praktikos integracija į laikinojo įdarbinimo paslaugas

Santrauka

Praktinė šio tyrimo problema siejama su laikinojo įdarbinimo teikiamomis paslaugomis, kurios gali būti alternatyva studentų praktikai ir ilgainiui tapti įrankiu studentų praktikai atlikti. Kartu laikinas įdarbinimas kaip alternatyva yra naudingas jaunimui, nes suteikia jiems galimybę lengviau ir lanksčiau integruotis į darbo rinką, įgauti skirtingos darbo patirties, taip pat tapti konkurencingu darbo rinkos dalyviu. Tuo tarpu mokslinė šio straipsnio problema siejama su šiais pagrindiniais svarbiais argumentais: pirma, laikinojo įdarbinimo tema Lietuvos bei užsienio autorių yra mažai nagrinėta; antra, laikinas įdarbinimas kaip priemonė studentų praktikai gali būti integruota į aukštojo mokslo sistemos sudedamąsias dalis; trečia, glaudesnis mokslo ir verslo tarpusavio dialogas, skatinantis šių sektorių tarpusavio bendradarbiavimą. Taip pat pažymėtina, kad aukštojo mokslo parengtų specialistų profesinė kvalifikacija ir gebėjimai ne visuomet atitinka darbo vietai keliamus reikalavimus, kuriuos turi atitikti darbuotojas. Taigi jaunam specialistui tampa sudėtinga integruotis ir įsitvirtinti konkurencingoje darbo rinkoje. Studentų praktika yra neatsiejama studijų proceso dalis, kurios tikslas būtent ir artina prie verslo subjektų, jų kuriamų darbo vietų ir aukštojo mokslo institucijų rengiamų specialistų atitikimą. Šiuo tyrimu siekiama atskleisti galimas laikinojo įdarbinimo adaptacijos alternatyvas studentų praktikos procese. Tikslui pasiekti pirmiausiai buvo atliekama Lietuvos ir užsienio šaltinių laikinojo įdarbinimo tematikos analizė ir atskleidžiamos skirtingos laikinojo įdarbinimo koncepcijų interpretacijos. Po to siekiama nustatyti galimus verslo ir mokslo sektorių bendradarbiavimo metodus ir jų formas. Galiausiai stengiamasi identifikuoti studentų praktikos vietą laikinojo įdarbinimo paslaugų procese.

Laikinojo įdarbinimo paslauga – viena iš vis labiau populiarėjančių Lietuvoje verslo teikiamų paslaugų, kuri

padeda į darbo rinką lengviau integruoti pasyvius jos dalyvius. Ši įdarbinimo forma yra labai svarbi priemonė, padedanti mažinti šalyje nedarbo lygį. Globalizacijos procesų veikiamos rinkos darbdaviai yra labiau linkę naudoti laikinuosius darbuotojus dėl įmonėje esamų darbuotojų skaičiaus lankstumo, siekdami jį padidinti arba sumažinti, tuo tarpu kiti darbdaviai orientuojasi į funkcinį lankstumą — darbuotojų gebėjimą atlikti įvairias užduotis. Laikinasis darbas yra naudingas ir darbuotojui. Jis įgyja patirties, žinių, aukštesnė tampa ir jo kvalifikacija, lengviau gali susirasti darbo, tampa paklausesnis darbo rinkoje. Pažymėtina, kad verslo ir aukštojo mokslo sektoriai turi koncentruotis į tikslingą tarpusavio bendradarbiavimą.

Laikinojo įdarbinimo paslaugos vaidmuo gali būti siejamas su tarpininkavimu darbo paieškose, darbuotojų patirties įgijimu, kaupimu ir įsiliejimu į darbo rinką, profesinės kvalifikacijos tobulinimu bei lankstumu, atsižvelgiant į vis kintančius rinkos poreikius. Pažymėtina, kad ši netipinė darbo forma (laikinojo įdarbinimo paslauga) taip pat gali būti traktuojama kaip studentų praktikos vieta. Lietuvos aukštojo mokslo srityje yra sukurta ir įdiegta studentų praktikos programa. Vis tik siekiant užmegzti efektyvesnę verslo ir mokslo sektorių bendradarbiavimą palaikyti artimesnį dialogo, konstatuojama, kad verslo subjektai yra suinteresuoti lankstumo sąveika darbo santykių kontrolėje, jaunų specialistų nedarbo lygio mažinimu. Dėl šios priežasties jaunimo kvalifikaciniai gebėjimai, kompetencija yra būtini, norint padidinti jaunimo konkurencingumą darbo rinkoje bei įmonės veiklos sėkmę, o praktika – tai priemonė, kuri ugdo asmens gebėjimus, teorines žinias padeda įgyvendinti ir pritaikyti praktinėje darbo aplinkoje. Siekiant, kad studentas, baigęs studijas, taptų potencialiu įmonės darbuotoju, jis turi būti ne tik mokomas, bet kartu ir praktikos metu susidurti su įmonių konkurencingumo formavimo pagrindiniais principais

bei jį veikiančiais vidiniais ir išoriniais veiksniais. Norint sėkmingesnio studento adaptavimosi darbo aplinkoje būtina atsižvelgti į verslo subjektų vidinį ir išorinį kapitalą formuojančius elementus.

Laikinojo įdarbinimo paslauga prisideda prie įmonių sąnaudų mažinimo, o kaip galima studentų praktikos vieta ji skatintų ne tik artimesnį mokslo ir verslo sektorių tarpusavio bendravimą ir bendradarbiavimą, tačiau ir į rinkos poreikius orientuotą praktinį jaunimo mokymąsi, pritaikant universitete įgytas teorines žinias. Svarbu

pažymėti, kad nuolat besikeičiantys darbo rinkos poreikiai aukštajam mokslui ir jo kokybei didina reikalavimus, kurių pasekmė artina prie verslo ir aukštojo mokslo bendradarbiavimo būtinybės. Svarbu skatinti ir išlaikyti efektyvų verslo subjektų ir aukštojo mokslo institucijų bendradarbiavimą siekiant sėkmingo studentų įsiliejimo į darbo rinką ir kompetentingą jo profesinį parengimą.

Pagrindiniai straipsnio žodžiai: laikinas įdarbinimas, laikinojo įdarbinimo agentūra, laikinas darbuotojas, studentų praktika, aukštasis mokslas, studentų įdarbinimas.

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