

## Investigation of the Advantages and Disadvantages of Temporary Employment

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### Abstract

The paper examines the advantages and disadvantages of temporary employment of various science studies, opinions and findings of the survey conducted in spring 2011 in JSC “X”. Temporary employees were asked to identify the main advantages and disadvantages of temporary employment from their perspective. Many employers use temporary employment to screen candidates for permanent positions, to save labour costs. Temporary employees positively evaluated temporary employment and named the main reasons for temporary employment: extra incomes, gaining work experience. This study provides the advantages and disadvantages of temporary employment and the benefits of temporary employment.

**Keywords:** temporary employment, temporary employment agency, temporary employer, temporary work contract.

### Introduction

#### Relevance of the main research issue

In recent years significant changes have occurred in the labor market throughout Lithuania as well as all European Union. Work experience has become essential in order to integrate into the labour market. Successful job search has an impact not only on personal competence, qualification, experience development but also on employment agencies actively engaged in providing temporary employment services to job seekers and companies that need flexible human resources.

The sector of temporary employment agencies allows people to get employment quickly and rarely requires extremely high quality. Although temporary employment agencies provide the same services to temporary employees as well as to temporary employers-companies it should be noted that they are not completely identical. Employment provided by temporary employment agencies has its advantages and disadvantages.

#### Practical aspect of the research problem.

For each company it is very important to maximize its profitability and reduce costs. Temporary employment agencies significantly contribute to this goal of seasonal businesses and those that quickly respond

and adapt to business globalization. Moreover, the service is relevant for low-skilled job seekers, it has a positive impact on the unemployment rate in the local and global labour market. Temporary employment reduces financial costs and helps unemployed persons easier integrate into the labor market. What are the advantages and disadvantages of temporary employment?

**Temporary employment** has not been widely analyzed by Lithuanian and foreign scientists. Only several authors tried to identify the main advantages and disadvantages of temporary employment. Goebel C. (2006) noted that temporary employment raises the company's profit. I. Razmaitė (2008) stated that this flexible form of employment is used to substitute permanent workers when they are on holiday, sick or maternity leave. J. T. Addison, C. J. Surfield (2005), E. Cox, M. Grobar (2001) noted that wage rates of temporary employees are lower than of those employed permanently, temporary employees are not strongly motivated to do quality work. This aspect of employment has not been analyzed in Lithuania.

**Research aim:** to investigate the advantages and disadvantages of temporary employment.

**Research subject:** the advantages and disadvantages of temporary employment.

#### Research objectives:

1. To analyse scientific Lithuanian and foreign literature, theoretical interpretations of temporary employment.
2. To investigate the advantages and disadvantages of temporary employment.
3. To identify the opinions of temporary employees about the advantages and disadvantages of temporary employment services.

**Research methods:** scientific literature and document analysis, systematization, comparison, generalization. Empirical investigation methods: quantitative and qualitative document analysis, interpretation. Survey: questionnaire based on scientific literature, document analysis and qualitative research findings.

## Temporary employment: concept, interpretations

Different atypical forms of employment are used in order to ensure flexibility of the labor market, create conditions for enterprises to employ temporary employees, achieve greater competitiveness. Fixed-term employment contracts, part-time, temporary and seasonal work labour contracts were introduced in 1989 by the Social Charter (European Commission, 1989).

Employment provided by temporary employment agencies is a form of employment, based on a trilateral relationship between a temporary employee, a temporary employment agency and a service user. It is an efficient form of human resource management (Gimeno, Benadives, 2002).

The labor law, collective agreements have adapted to dynamically changing work conditions and various forms of labour contract were introduced (Koveriene, Zickiene, 2008). Temporary employment agencies are often referred to as independent human resource recruitment companies that specialize in short term job offers to employees with particular qualifications. These agencies act as intermediaries between an employee and an employer. Temporary employment agencies also provide permanent job offers to job seekers. Temporary employment may be an alternative and proper way of getting work experience (David, Houseman, Houseman, 2009). According to N. Petkevičiūtė (2006), temporary employment may be the first step to get work experience.

G. S. Parker (2002) found that temporary employees do not participate in company decision making processes and that has a negative impact on work performance and psychological atmosphere. E. Appelbaum, T. Bailey, P. Berg, Arne L. Kalleberg (2000) explained different attitudes and behaviours

of temporary and permanent employees, that have an impact on work performance and job satisfaction of temporary employees by the social change theory. Temporary employment agencies act as employment intermediaries when a temporary employee has to substitute a permanent employee for a short term. Temporary employees are sometimes referred to as freelancers or seasonal dealers (Arrowsmith, 2009).

While using temporary employment agency services companies reduce recruitment time, pay more attention to permanent employees, allocate more time to direct functions. In the cases of a greater workload or seasonality it is particularly important for businesses to have a required number of employees, reduce labour costs. Temporary employment encompasses employee recruitment, selection, filing, etc. (Mertens, McGinnity, 2004). In summary, temporary employment is a new and rapidly growing human resource management solution aimed at effective human resource management.

## Advantages and disadvantages of temporary employment

Employers understand that temporary employment is an opportunity to employ people without serious long-term commitment that a long term employment contract provides (in terms of benefits) (Cadena, 2007). Temporary employment agencies offer jobs in start-ups as a source of extra incomes.

Temporary employment is a proper way of gaining work experience in a particular field, picking new skills or developing gained ones. Temporary workers substitute permanent workers during their holidays, maternity or sick leave (Schaefer, 2005).

The advantages of temporary employment found in scientific literature were summarised and are provided below.

Table 1

### Advantages of temporary employment

Andrew Clark (2005)	Noted a positive relationship between temporary employment and productivity; systematically studied financial implications of increasing reliance on temporary staff and productivity. Studies show that productive work increases profitability for a company and employee job satisfaction.
Arne L. Kalleberg (2000)	Some employers are more likely to use temporary employment because of a flexible use of staff by increasing or decreasing it, meanwhile other employers emphasize functional flexibility, employee ability to do various tasks.
Bartkus E., Jurevicius V. (2007)	Noted that employers use temporary staff employment as an effective business strategy when one company (service user) entrusts another (service provider) to carry out certain activities.
Catalina Amuedo-Dorantes, Ricardo Serrano-Padial (2002)	This flexible form of employment is used when permanent employees are on maternity or sick leave. Temporary employment is favoured by students who work irregularly.
Foote, Folta (2002)	Stated that temporary employment allows the company to economize on labour costs of permanent employees.

F. McGinnity, A. Mertens (2004)	Showed that about 40% of employees are employed on a temporary basis.
Hamermesh, Pfann (1996)	Temporary employment agencies help businesses reduce recruitment costs, quickly supply new employees.
I. Razmaite (2008)	Temporary employment contracts reduce the number of staff in customer service companies, employees work on probation, their abilities to properly do assignments are tested before signing a permanent labour contract.
Obloj, K. (2010)	Pointed that using temporary employment agency services businesses reduce costs, staff turnover, enhance staff motivation.
Shulamit Beth Kahn, Fred K. Foulkes, Jeffrey Heisler (2001)	Noted that temporary employees are often employed directly.

Source: own composition.

Temporary employment agencies help stabilize the unemployment rate, avoid staff turnover (Kalleberg, 2000). The advantages of temporary employment were grouped by those involved in the process and are provided in Table 2.

Table 2

### Advantages of temporary employment by agents

For an individual temporary employee	For a service provider (employment agency)	For a service user (company-employer)
1. Opportunity to advance a career and develop;	1. Opportunity to develop staff teamwork, information sharing skills;	1. Opportunity to get assistance in project work;
2. Opportunity to gain experience in project management;	2. Opportunity to enhance staff motivation, job satisfaction;	2. Opportunity to flexibly manage human resources;
3. Opportunity to test and use specific skills in various organizational contexts;	3. Opportunity to extend business contacts;	3. Opportunity to boost reputation within the community.
4. Opportunity to gain new skills and experiences in a challenging environment.	4. Opportunity to boost reputation among service users, within the community.	

Source: Gagliarducci, S. 2005.

Each time when a temporary employee is introduced into work he needs training to perform tasks, fulfil requirements of a particular company (Schaefer, 2005).

Temporary employment has disadvantages and firstly it is insecurity because the employer makes

very limited commitment to the employee, temps are usually hired to do boring and monotonous tasks (Gagliarducci, 2005).

The disadvantages of temporary employment found in scientific literature were summarised and are provided in Table 3.

Table 3

### Disadvantages of temporary employment

Ahituv, Lerman (2005)	Labor instability affects family formation, results in lower marriage rates.
B. Martinkus, D. Berzinskiene (2005)	Employee loyalty to workplace, values decline, job search in new areas is promoted, turnover of temps increases.
Harris Freeman, George Gonos (2006)	Temporary workers need special training provided by regular employees, that may cause an internal conflict.
Francoise J. Carre, (2003)	Temporary employees have a negative impact on the atmosphere, misbalance teams of permanent employees.
J. T. Addison, C. J. Surfield, (2005) E. Cox, M. Grobar, (2001)	Wage rates of temporary employees are lower than of permanent employees.
Goebel, C. (2006)	Although temporary employees have limited career opportunities permanent employees may feel insecure.
R. Motiejunaite (2007)	Temporary employees compete with permanent employees for a position, because their wage rates are lower that may cause reduction of permanent employee wages, in economic downturn temps are laid-off first.

Source: own composition.

Reasons why jobseekers prefer temporary employment are various: they want to develop qualification, gain experience in various work environments. If the reasons are like these temporary employees should seriously consider and evaluate its advantages and disadvantages as not to become permanent “helpers” in the labour market, hedge themselves against various risks, ensure some stability.

## Advantages and disadvantages of temporary employment, JSC “X” case

### Research method

A questionnaire was design to conduct empirical survey. Questions were formulated to reveal how temporary employees rated the advantages and disadvantages of temporary employment. The questionnaire comprised 4 blocks of 23 related questions: 1) demographic questions (1–4); 2) importance and reasons for choosing temporary employment (questions 5–8); 3) advantages and disadvantages of temporary employment (questions 9–15); 4) opinions of JSC “X” temporary employees about temporary employment (questions 15–23).

All questions were formulated referring to foreign and Lithuanian scientific literature on employment. The questionnaire included closed and open-ended questions. The surveyed were asked to rate statements on a 5-point Likert scale (5 points - fully agree, 1 point - fully disagree). Anonymous questionnaires comprised 3 parts: 1) introduction, instruction; 2) demographic questions; 3) open and closed-ended questions. Employees recruited by temporary employment agencies and employed on a temporary basis in JSC “X”, business successfully operating for 6 years, participated in the survey. The questionnaires were administered in April 2011, sample size - 110 respondents-temporary employees in JSC “X”. 100 questionnaires were filled out and returned. The findings were computed using Microsoft Excel special program for data computation.

### Analysis of the findings

The sample comprised male respondents (71%) and female respondents (29%). Because of business specificity and requirements male respondents dominated. The surveyed were grouped into 4 age groups: 1) under 25 years old, 2) from 26 to 36, 3) from 37 to 49, 4) over 50 years old. 40 respondents fell into group 1, 19 – group 2, 16 – group 3, 25 – group 4. Education level was as follows: 33% of the surveyed had secondary education, 21% – college, 10% – incomplete higher education, 27% – a Bachelor’s degree, 9% – a Master degree. The majority of the surveyed had secondary education and

a Bachelor’s degree, that confirmed the findings of E. Casquel, A. Cunyat (2004) that skilled employees fill vacancies easier than less skilled employees or with little work experience. The majority of the surveyed were young men under 25, with a Bachelor’s degree, another big group were employees over 50 years old. The findings showed that young people under 25 and those over 50 face difficulties while integrating into the labor market.

JSC “X” is working in 4 main different business sectors: production, wholesale, mixed and services. 64 of the surveyed were working in production, 19 – mixed (industrial and commercial) 15 – service, 1 – wholesale businesses. Distribution of the surveyed by positions held was as follows: 83 – workers, 16 – specialists, 1 – manager; by gender: 64 men (19 – production workers). The findings showed that positions in JSC “X” did not require higher education or special skills, the majority of temporary employees were working in production.

The surveyed were asked to select the main reasons for taking temporary jobs. The findings are provided in Table 4.

Table 4

### Reasons for taking temporary jobs

Reason for taking a temporary job	
Opportunity to gain work experience	17
Opportunity to get extra incomes	53
Difficulties in getting a permanent job	30
<b>Total:</b>	<b>100</b>

Source: own composition,

53 temporary employees took temporary jobs because it was an opportunity to get extra incomes, 30 faced difficulties seeking a permanent job, 17 wanted to gain work experience. The findings showed that the main reasons for taking temporary jobs were the opportunity to get extra incomes and difficulties in getting a permanent job, that depended on the age. 12 employees under 25 years old, 4 – from 26 to 36, 1 – from 37 to 49, 1 over 50 years old took temporary jobs as an opportunity to gain work experience. 13 employees (under 25) saw it as an opportunity to get extra incomes, 13 – because it was difficult to get a permanent job, 9 (from 26 to 36) and 12 (from 37 to 49) saw it as an opportunity to get extra incomes, 14 (over 50) – because had difficulties in getting a permanent job. The findings partly confirmed the opinion of David, H., Houseman, A., Houseman, S. (2009) that temporary employment is a right way of gaining work experience.

The surveyed were asked to rate their satisfaction with temporary jobs: 40 were neutral, 36 were dissatisfied, 9 – very dissatisfied, 14 – satisfied, 1 –

very satisfied. In general, more than half of temporary employees (52) were satisfied, 28 –neutral, by gender: 40 men and 12 women were satisfied, 18 men and 10 women were neutral, 11 men and 1 woman were dissatisfied. The majority of both men and women were satisfied with temporary jobs.

The survey identified the term of temporary employment: for 48 employees it was up to 1 month, for 44 – from 1 to 3 months, for 5–from 4 to 12 months, for 3–over 12 months. By gender: for 34 men – from 1 to 3 months, for 32 men–up to 1 month, for the majority of women (16)–up to 1 month, for 10 women – from 1 to 3 months. It was identified that the term of temporary employment was longer for men than for women.

The aim of the third block of questions was to identify the opinions of temporary employees about the advantages and disadvantages of temporary employment. 39 (39%) thought it was a chance for a good worker to get a permanent job, 27 (27%) – a chance to gain work experience, integrate into the labor market, 15 (15%) – a chance to test oneself in various work environments, 12 (12%) – because work was flexible, 7 (7%) – a chance for students and

seniors to be employed. By gender: 27 men and 12 women agreed that it was a chance to get a permanent job. The benefits of temporary employment: work experience, flexible work, various work environments, part-time work, extra incomes, etc.

The disadvantages by gender: men: 28 – no security and stability, 24 – a contract may be terminated without any explanation, 8 – no career opportunities, 7 – no feeling of belonging, 4 – no guarantees a permanent contract provides; women: 13 – no security and stability, 6 – a contract may be terminated without any explanation, 5 – no career opportunities, 3 – no guarantees a permanent contract provides, 2 – no feeling of belonging. The most important disadvantage for both men and women was insecurity and instability. Clark and Postel-Vinay (2005) identified that a permanent contract makes workers feel safer. In general, 41 of the surveyed felt insecure and unstable, 30 – a contract may be terminated without any explanation, 13 – difficult to plan a career, 9 – no feeling of belonging, 7 – no guarantees a permanent contract provides.

The main advantages and disadvantage are provided in Table 5.

Table 5

**Respondents’ opinion about the advantages and disadvantages of temporary employment**

Advantages	Flexible work; opportunity to gain work experience; extra incomes; flexible work schedule; opportunity to get a permanent job; opportunity to test oneself in various work environments; interesting work; good while studying; opportunity to integrate into the labor market; opportunity to familiarize oneself with several businesses; part-time job.
Disadvantages	Instability; no career opportunities; waiting for a call; difficult to plan expenses; easy loss of incomes; no financial guarantees; a contract may be terminated without any explanation; no job description; long work hours; poor social guarantees; fear of losing a job; wages lower than under a permanent contract; the fact that it is a temporary employment; low labor supply; unskilled work is offered.

Source: own composition.

The surveyed were asked to rate temporary employment in general: 45 rated it positively, 28 – more positively than negatively, 19 did not have opinion, 6 rated more negatively than positively, 2 – negatively. The surveyed were also asked whether they would take temporary employment as an alternative to permanent employment. More than half (68) agreed with the statement, 32 disagreed. That confirmed the opinion of David, H., Houseman, A., Houseman, S. (2009) that temporary employment is an alternative to permanent employment.

The surveyed were asked whether temporary employment fulfilled their expectations. More than half (53) strongly agreed, 30 agreed, 17 disagreed. The majority of the surveyed were satisfied with temporary employment because it fulfilled their expectations.

**Conclusions**

This survey proved that temporary employment has advantages and disadvantages. Researchers note that temporary employment is less demanding, more diverse. Temporary employment agency services are useful in the times of economic recovery.

Temporary employment was described as irregular, atypical, flexible, adaptable, relatively undefined. One of the advantages of temporary employment was an opportunity to get extra incomes. According to Katz and Krueger (1999), the growth of temporary employment services is linked to the fall of the unemployment rate. The survey showed that the unemployment rate sharply fell in the business sector when temporary employment was offered.

The survey results showed that the majority of the surveyed filled the positions of support staff

in the production business. The main advantages of temporary employment: an opportunity to get a permanent job (39); an opportunity to gain work experience, integrate into the labor market (27). The main disadvantages: no security and stability (41); a contract may be terminated without any explanation (30). The overall assessment of temporary employment was positive (52), but 56 respondents did not see any career opportunities. That shows that the surveyed had different experiences, needs and values.

Temporary employment allowed the company to quickly respond to customer needs, technological development, adopt new forms of attracting, retaining workforce, match demand and supply. Temporary employees preferred flexible work hours, had hopes with regard to career opportunities, better work conditions.

The advantages and disadvantages of temporary employment were variously rated. It is important to continue research, analyse conceptual models of temporary employment, collect empirical evidences.

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## Laikinojo įdarbinimo privalumų ir trūkumų tyrimas

Santrauka

Pastaraisiais metais Lietuvoje neretai pastebimi reikšmingi darbo rinkos pokyčiai. Daugeliui visuomenės dalyvių darbo atsiradimas yra esminis pirminis žingsnis tapti bendruomenės gyvenimo dalimi. Darbo radimo sėkmę lemia ne tik turimos asmens kompetencijos, kvalifikacijos lygis, sukaupta patirtis, rekomendacijos, bet ir įdarbinimo agentūrų veikla, kuri, kartais nepriklausomai nuo kandidato kvalifikacijos, suteikia jam galimybę užimti atsiradusią rinkoje laisvą darbo vietą.

Lankstumas darbo rinkoje yra būtina ekonominės konkurencijos sąlyga, padedanti spręsti nedarbo klausimus. Tai reiškia naujų užimtumo formų atsiradimą ir kartu yra laikinojo darbo užuomazga, siekiant kuo efektyviau valdyti žmogiškuosius išteklius. Laikinas įdarbinimas traktuojamas kaip efektyvi nedarbo lygį šalyje mažinanti priemonė, kurios plėtrą daugiausia vysto nepakankama darbų pasiūla, galimybė įmonėms būti lanksčioms, siekiant sumažinti laiko ir finansines sąnaudas naujų darbuotojų paieškoje bei atrankoje ir su įdarbinimu susijusiuose administraciniuose darbuose. Laikinojo įdarbinimo paslauga įgalina darbuotojų paieškos ir atrankos proceso laiko sumažinimą įmonėse, kuri tampa antraeilė įmonių personalo skyrių darbo funkcija (Gimeno, Benavides, 2002).

Laikinojo įdarbinimo agentūrų veiklos sektorius turi privalumų: jis leidžia žmonėms gauti darbą gana greitai ir retai kada reikalaujantį ypač aukštos kvalifikacijos. Laikinojo įdarbinimo paslaugos svarba pastebima ir dėl jos funkcinio lankstumo ir darbuotojų gebėjimo atlikti įvairias užduotis. Arrowsmith (2009) tyrimo rezultatai atskleidė, kad nedarbo lygis smarkiai sumažėjo, į darbo rinką integravus laikinojo įdarbinimo paslaugą. Nors laikinųjų įmonių darbuotojai yra aprūpinti darbo vieta ir jiems yra suteikiamos vienodos, kaip ir esamiems įmonių darbuotojams, darbo sąlygos, tačiau jos nėra visiškai tapačios.

**Temos aktualumas.** Kiekvienai įmonei labai svarbu kuo mažesnėmis sąnaudomis gauti kuo didesnį pelningumą. Laikinojo įdarbinimo agentūrų teikiamos paslaugos itin prisideda prie šio tikslo įgyvendinimo, ypač sezoniskumą turinčioms įmonėms, bei toms, kurios lanksčiai reaguoja ir prisitaiko prie globalizacijos poveikio verslui. Ši paslauga aktuali ir žemos kvalifikacijos asmenims, taip pat veikia nedarbą.

**Problemos apibūdinimas.** Tinkamas įmonės sąnaudų valdymas – tai gerai apgalvotas procesas, kurio atsiperkamoji galia yra pelninga. Tačiau kelios įmonės pripažįsta, kad laikinųjų agentūrų teikiamos paslaugos atneša finansi-

nių išlaidų mažėjimą, tačiau kitos šia paslauga nesidomi, o dažniau nepasitiki. Pastebima, kad ir patys laikinieji darbuotojai šią paslaugą taip pat vertina skirtingai. Taigi kokie laikinojo įdarbinimo privalumai ir trūkumai skatina ar stabdo darbo rinkos produktyvumą?

**Tyrimo tikslas** – Lietuvos ir užsienio mokslinės literatūros analizės pagrindu identifikuoti laikinojo įdarbinimo privalumus ir trūkumus.

**Tyrimo objektas** – laikinojo įdarbinimo privalumai ir trūkumai.

### **Tyrimo uždaviniai:**

1. Atlikus mokslinės literatūros analizę, identifikuoti laikinojo įdarbinimo, kaip naujos įdarbinimo formos, sampratą.
2. Atskleisti laikinojo įdarbinimo privalumus ir trūkumus.
3. Išsiaiškinti darbuotojų požiūrį į laikinojo įdarbinimo paslaugos teikiamus privalumus ir trūkumus.

**Tyrimo metodai:** mokslinės literatūros analizė, sisteminimas, palyginimas. Empiriniam tyrimui atlikti naudotas apklausos metodas.

Tyrimo rezultatai atskleidė, kad svarbiausi laikinųjų darbuotojų motyvai, lėmę tapti laikinaisiais darbuotojais, buvo papildoma galimybė užsidirbti, įgyti darbo patirties, taip pat sunkumai, kilę ieškant nuolatinio darbo. Pagrindiniai laikinojo įdarbinimo privalumai respondentų įvardyti tokie: gerai dirbantis laikinas darbuotojas gali būti pastebėtas ir įdarbintas nuolatiniam darbui; galimybė jauniems žmonėms be darbo patirties; lengviau įsilieti į darbo rinką ir įgyti patirties; galima išbandyti save įvairiose srityse; galimybė turėti lanksčias darbo sąlygas ir patogų darbo grafiką. Laikinųjų darbuotojų įvardyti tokie laikinojo įdarbinimo trūkumai: nesuteikiamas saugumo ir stabilumo jausmas; darbo sutartis ir darbo santykiai gali būti nutraukti bet kuriuo metu be paaiškinimo; dirbant laikinuoju darbuotoju sunku planuoti karjerą; nesijaučiama visaverčiu organizacijos nariu. Labiausiai darbuotojai akcentuoja darbo nepastovumą, mažas pajamas ir garantijų nebuvimą. Nestandartinės darbo formos įmonėms leidžia greitai reaguoti į užsakovų poreikius, technologijų plėtojimą bei naujas galimybes pritraukti ir išlaikyti kuo įvairesnę darbo jėgą, derinant jos paklausą su pasiūla.

**Pagrindiniai žodžiai:** laikinasis įdarbinimas, laikinojo įdarbinimo agentūra, laikinasis darbuotojas, laikinoji darbo sutartis.

The article has been reviewed.

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