

Analysis of Situation with Temporary Work as a New Form of Employment in Lithuania

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Abstract

The paper deals with temporary work as a new form of employment in Lithuania. After the scientific literature and document analysis, systematization and comparison, there is presented a temporary work concept as well as its legal regulation in Lithuania and the European Union. The research reveals the results of the survey of temporary workers employed through temporary work agency.

Keywords: temporary work, temporary work agency, temporary worker, temporary work contract, law on temporary work.

Introduction

The relevance and the main issues of the research

In the European Union documents, according to the European Parliament and Council Directive 2008/104/EC, temporary work is treated as a form of employment, involving the activities of its passive market participants and contributing significantly to the growth of a country's economic indicators. This service and its significant growth are associated with the labour market liberalization, when seeking to ensure the flexibility of business, prompt service, and responsiveness to volatile market changes the European Union countries effectively included in their business environment the employees of temporary work services.

Lithuania has no law regulating temporary work and the activities of temporary work agencies. So far, the activities of temporary work agencies are carried out according to the Lithuanian Labour Code. However, in 2011 a temporary work law project has already been drafted and handed to the Parliament for consideration. It is expected that in December a law on temporary work conditions will appear in Lithuania, which will affect the first steps of practical implementation of this form. What is more, temporary work topic has been little analysed by Lithuanian researchers.

The practical aspect of the research problem manifests through a lack of temporary work ex-

perience and documentary and legal regulation in Lithuania and absence of control on institutions that will design temporary work, and the fact that it is an unformed, undeveloped, unknown service on the Lithuanian market.

Temporary work agency services can significantly contribute to positive improvements in the labour market, especially with seasonal businesses and those that respond flexibly and adapt to the effects of globalization on business. In addition, this service is relevant to low-skilled individuals, and thereby it reduces unemployment.

Scientific aspects regarding temporary work in a broader theoretical context are analyzed in various works. For example, David and Houseman (2009) highlight that temporary work is an alternative and suitable method for getting working experience. Drucker (2006) notes that this form of employment contributes to the company's ability to quickly adapt to changing market needs. Meanwhile Bartkus and Jurevicius (2007) note that for temporary work players hire of temporary workers is an effective business strategy in which one company (the lessee of services) entrusts carrying out of certain activities to another (service provider) which specializes in these activities. Judickiene (2008) finds that temporary work is defined as a phenomenon the functions of which include employee selection, relations related to employee work records, labour contracts, etc. However, these scientific works are not practically adapted in Lithuanian market conditions.

Research subject: temporary work as a new form of employment.

Research aim: to carry out an analysis of situation with temporary work as a new form of employment in Lithuania.

Research objectives:

1. After completion of analysis of scientific literature to explore the theoretical aspects of temporary work.

2. To define the legal regulation of temporary work in the European Union and Lithuania.
3. To analyse the results of the survey on temporary workers employed through a temporary work agency.

Research methods:

Scientific literature and document analysis, systematization, comparison, generalization. Empirical investigation methods: quantitative and qualitative document analysis, interpretation. A questionnaire survey was prepared. Its questions were formulated based on the scientific literature, document analysis, and qualitative research results. The results are given by quantitative and qualitative data analysis.

Theoretical aspects of temporary work

Flexibility in the labour market is a necessary condition for competition that helps to address the issues of unemployment, which means new jobs and the emergence of new forms of employment and together with appearance of temporary work it makes the use of human resources more efficient (Gimeno and Benavides, 2002).

Work through a temporary work agency is an employment form based on trilateral relationship that involves a temporary employee, a temporary employment agency, and a service user: a consumer (see Figure 1).

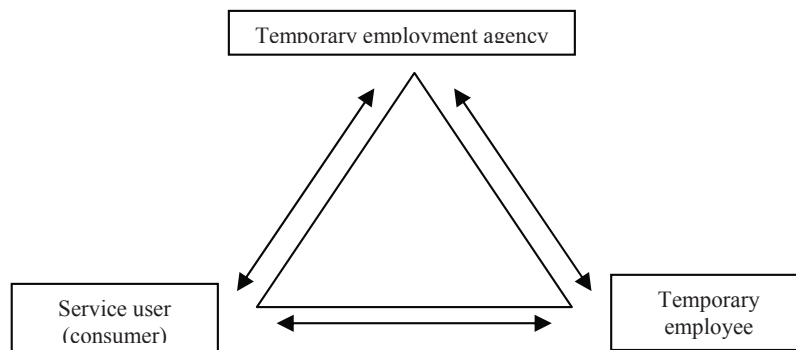


Fig. 1. Temporary employment services linkages

Source: More work opportunities for more people, EUROCIETT, 2007.

Christian Gobel (2006) found a link between a temporary work agency, a staff working under a temporary contract, and a temporary work user. Link between the user and service companies are the work of temporary employees, while the relationship between a temporary worker and a temporary work agency are availability of free work places. Finally, the relationship between a worker and a temporary work service user (consumer) is temporary worker’s performance of work tasks designated by the consumer.

In his study, Christian Gobel (2006) discussed the key factors leading to temporary work which is strongly influenced by the existence of this form of employment and its attractiveness among the users. Time and administrative cost reduction are highly important to users of this service who seek to minimize the time and resources necessary to get better service. Time reducing for recruitment of human resources is no longer a function of corporate staff specialists, as it is performed by a temporary work agency which provides skilled staff and enables managers to assign time to other, direct functions of their work. Increased work volume and seasonality are particularly important issues requiring adjustment of the number of employees thus contributing to reduction of the company’s financial costs. Demand for temporary workers is increased by illness or vacation of employees of

temporary employment service users, during which a temporary worker may be hired to assist.

Temporary work contracts are any fixed term contracts concluded for a period of less than two months (Nekrosius, 2008).

Article 113 of the Labour Code of the Republic of Lithuania explains the concept of a temporary work contract and defines it:

1. Temporary work contracts are work contracts concluded for a period not exceeding two months.
2. Temporary work contract basis (the circumstances under which a temporary work contract may be awarded), details of contract amendment and termination as well as temporary workers’ work and rest time are set by the government (Labour Code, 2005).

Activities of temporary work agencies are based on temporary work services to job seekers and prospective users who are interested in doing a short-term job (Arrowsmith, 2009).

Meanwhile temporary work contracts are generally for people who are struggling to integrate into the labour market, students or people who have lost their job unexpectedly (Krisciuniene, 2011).

Table 1 presents advantages and disadvantages of this flexible employment form from temporary work user and temporary employee perspective.

Table 1

Advantages and disadvantages of temporary work

	Advantages of temporary work	Disadvantages of temporary work
Temporary work user	<ul style="list-style-type: none"> ✓ lower direct costs of personnel; ✓ dealing with fluctuations in demand for personnel; ✓ substitution of unproductive workers; ✓ opportunity for a trial period of the employee; ✓ time, reduction of administrative work. 	<ul style="list-style-type: none"> ✓ need to further strengthen the supervision of staff; ✓ no guarantee of quality of temporary workers; ✓ negative impact on motivation of the permanent staff; ✓ temporary employees are not very loyal to the company granting a temporary job.
Temporary employee	<ul style="list-style-type: none"> ✓ favorable to workers who need flexible working conditions; ✓ easier for young people entering the labor market to gain experience; ✓ temporary employee may work in a number of temporary work user companies, and is ensured continuous supply of such jobs. 	<ul style="list-style-type: none"> ✓ does not give a sense of security and stability; ✓ low career prospects; ✓ temporary workers do not feel being full members of the team; ✓ different pay system.

Source: compiled by the author with reference to <http://www.helium.com/items/107611-the-pros-and-cons-of-temporary-employment> and <http://www.ciett.org>

Results of a study by a temporary work agency Randstad Representation in Belgium shows that only about 10% of temporary workers get back to the ranks of the unemployed after working as temporary workers. On the other hand, more and more companies are forced to compete and hire temporary workers with flexible temporary work contracts. Increasing of the numbers of temporary workers is mainly a consequence of the changing needs of employers (the European job mobility portal, “New temporary work”, 2006).

Andrew Clark (2005) found a positive relationship between the temporary workers’ employment and productivity. He systematically examined the financial implications of the increasing reliance on temporary staff time and productivity. Studies have shown that productive work increases a company’s profitability and employee job satisfaction.

Obloj (2010) agrees that using the services of temporary work agencies, companies can reduce costs and also transfer human resource management, motivation, job retention issues to service provider. According to Foote and Folta (2002), temporary work services allow a company to avoid the sunk costs of permanent staff recruitment.

Some employers are more inclined to seek services of temporary work agencies in order to maintain the existing number of employees with flexibility to increase or decrease it, while other employers are focused on the functional flexibility: the ability of

workers to perform various tasks (Kalleberg, 2000).

Although temporary work has positive effects such as an opportunity to employ the unemployed market participants, the disabled, students, people with children, but also it brings a potential threat for permanent workers to feel insecure in their work environment and for temporary staff to feel second-class participants (Goebel, 2006). This is shown by lower wages paid to temporary workers compared to permanent staff doing the same job, and limited career opportunities.

Temporary work has been dealt with by foreign authors such as Jong and Witte (2008), who emphasized that the form of temporary work may eventually become a negative factor for both natural and legal persons. Especially bearing in mind that due to rapid market, technological, and other changes companies seeking to work successfully and profitably must quickly adapt to future and current changes (Kalleberg, 2000).

Witte, Naswal (2003) found that commitment of temporary workers to the company was not associated with a greater or lesser sense of job security than of permanent employees. However, Pearce (1998) believes that a temporary worker is less committed to employer than a permanent worker is.

To sum up, the services of temporary work agencies are: flexible in adaptation to different seasonal fluctuations in business activity; increase labour productivity; promote competitiveness; help compa-

nies to effectively respond and adapt to economic cycles; provide temporary workers with continuous supply of jobs.

The role of temporary work services can be associated with the mediation in job search, staff experience acquisition, accumulation, and incorporation into labour market, vocational training and flexible adaptation to the changing demand on the market.

Legal regulation of temporary work. European Union temporary work regulatory framework.

Temporary work services in the world have existed for decades, they originated in 1920 in the United States of America. It should be noted that in most of the EU countries (the United Kingdom, France, the Netherlands, Sweden, Poland, Spain and others) with the exception of France temporary work is regulated by special laws (temporary work in France was initially governed by court decisions and nowadays by laws, statutes, and the Labour Code).

Legal framework of temporary work in the European Union member states contains the following general rules:

1. Mandatory state licensing of temporary businesses is in force in all countries which allow hired work. Regulatory and supervisory functions are set by the government and (or) public administration. Licensing provides that organizations could operate under bona fide (good faith) in the labour market. In certain circumstances the license may be suspended or cancelled (revoked).

2. Contracts with temporary workers of temporary work agencies must be in writing and contain all the statutory requisites. E.g., France established fixed-term contracts for the staff of temporary work agencies, which may be extended once, but such contracts shall be not longer than 24 months. In Spain such contracts may be fixed and open-ended, but they must be registered in the state employment service.

3. In many countries contracts could be awarded for temporary workers only in cases specified by law. E.g. temporary work agencies in Spain can offer temporary work services to users under such conditions:

- a) specific temporary work the completion date of which cannot be accurately determined;
- b) immediate and random orders which are normal part of their business;
- c) temporary employees can replace permanent workers;
- d) work places that require a permanent staff member until a permanent employee will be found. Temporary agencies are not entitled

led to transfer the temporary worker to each other.

4. The maximum period of employee work at a temporary work user is set (in the Republic of France: no more than 6 months, in exceptional cases: up to 24 months; in Spain and Netherlands: no more than 6 months). In Spain temporary work user administration must inform the representative body of the team working on the recruitment of temporary workers and give valid reasons for the need to hire such a worker. If a temporary employee beyond the period stipulated in the contract between a temporary work agency and a temporary employee continues working for a temporary work user, the contract becomes open-ended, not subject to restrictions that prevent temporary workers from becoming permanent employees of a temporary work user. In Belgium it is laid down that if a temporary employee does not work due to lack of work orders for the temporary work user, his work record does not break if downtime does not exceed one week.

5. Temporary workers and permanent staff must be paid equally, they are subject to special compensation payments (for unstable employment, unused vacation) as well.

6. Temporary workers cannot be sent to do hazardous work (with higher occupational risk) as well as to replace striking workers of a work user.

7. Temporary workers must obey the temporary work users' internal rules that must be applied to such workers without disregard to any job security and health regulation laws. (Source: Law on the Concept of Hired Labour of the Republic of Lithuania).

Legal status of temporary work agencies and legal and social status of temporary workers greatly differ in different countries of the European Union. With regard to the labour markets and labour relations the European Parliament and the Council adopted a directive No. 2008/104/EC on temporary agency workers that set up a system to protect temporary workers' rights. Member States must create all the necessary conditions to achieve the goals of this directive.

Temporary work legal relations are regulated by the European Parliament and Council Directive 96/71/EC of 16 December 1996. This Directive establishes that it is applicable in cases where a temporary work agency hires an employee to user firm established or operating in their territory provided that the temporary work user firm or placement agency and the employee are bound by employment. Member States shall ensure that, irrespective of what law is applicable to the employment relationship, the company posting workers provides workers posted to their territory with the conditions of employment.

Temporary work legal relationships are regulated on the EU level by the Council Directive 91/383/EEC of 25 June 1991 supplementing the measures to encourage improvements of conditions of temporary work for workers with components of health and safety at work (OJ 2004, Special Edition, Chapter 5, Volume 1, p. 418). This concept is consistent with the provisions of this Directive and the relevant provisions of this Directive will be transposed into national law of Lithuania. Internationally the temporary work legal relations are regulated by Article 1 of Private Employment Agencies Convention of 1997, where on page 1 the concept of private temporary employment agencies is enshrined, where a private temporary employment agency is defined as a natural or legal person independent of the public authorities and providing one or more temporary services to labour market. Paragraph 1 of this Convention refers to conditions based on the principle that public authorities retain final control on: labour market policy and public funds for the implementation of that policy, its use, or use of control. The Convention shall apply to laws or regulations or other means consistent with national practice, such as court decisions, arbitration awards, or collective agreements. Conditions to ensure the implementation of this Convention shall be created by the Labour Inspectorate or other competent state authorities. Breach of this Convention shall be provided as well as effective application of appropriate remedies and penalties in certain cases.

Lithuanian temporary work regulatory framework.

In Western European countries temporary work services have been provided for twenty years while in Lithuania they have been practiced for about eight years. In the Netherlands and the Great Britain 3-5% of all hired employees are in temporary work services. While in Lithuania such employees constitute only 0.4%. The majority of temporary workers are in the industry and the manufacturing sectors.

Temporary work rudiments in Lithuania emerged after establishment of large branches of international companies began. The first case when a Lithuanian company proclaimed on the internet as a provider of temporary work services was in Klaipeda in 1995. At the beginning, many companies that started to provide temporary work services in Lithuania a few years ago with a limited regulation on staff for temporary work and legal uncertainties over the market of that time were analysing such services. Currently Lithuania has over 30 agencies providing temporary work services and nearly half of them belong to international undertakings.

One of the most important laws after ratification of which Lithuania recognized the need to intro-

duce a temporary law is the International Labour Organization's Convention No. 181 on private temporary work agencies of 3 June 1997 (ratified by Lithuania in 2004). In this Convention the legal definition of a temporary work agency is as follows: a natural or a legal person independent of the authorities which provides human resources recruitment services so that they would be transferred to a third party that may be a natural or a legal person who assigns them tasks and supervises how they are being done.

On 23 February 2010 a draft Law on Temporary Work was presented for approval to the authorities and the public of the Republic of Lithuania. The draft law was prepared according to the program of the Government of the Republic of Lithuania for 2008-2012 on implementation of measures adopted by the Government of the Republic of Lithuania by Resolution No. 189 (Official Gazette, 2009, No. 33-1268), paragraph 617 of 25 February 2009: to prepare a temporary work law of the Republic of Lithuania according to European Parliament and Council Directive 2008/104/EC of 19 November 2008 on temporary work agency provisions. The new version of law on temporary work will contain updated definitions of Labour Hire and The Hire Agreement. Now this concept is named as: Temporary Work and Temporary Work Contracts. The purpose of this Directive is to ensure the protection of temporary workers and to improve the quality of work of temporary agencies by ensuring that temporary workers are covered by the Directive's Article 5 on the principle of equal treatment and the temporary work agency is recognized by employers while at the same time taking into account the need for proper management system for temporary working through temporary work agencies in order effectively contribute to job creation and flexible forms of working (Bagdanskis, Usonis, 2008). The Directive covers three categories: a temporary worker, a temporary work agency, and a user of temporary work service. The Directive aims to introduce the principle of equal treatment for temporary workers as well as the basic working and employment conditions for them after their appointment to the establishment of temporary work, at least to those that would apply as if they were employed directly by the companies. The application of this principle in the temporary work user undertaking should be observed in accordance with the applicable rules, regulations and administrative provisions.

Temporary work contract structure should consist of the temporary work contracts with temporary workers, which are governed by the Labour Code, and the temporary work contract with the company that hired a specialist, which is governed by the rules of the Civil Code. Considering the prospects of regulation of temporary work for the social partners in Lit-

Lithuania it is important to identify agreement and procedural issues. It is important to define the restrictions and responsibilities. Having received improper quality of service a user of temporary work service can seek to find a replacement employee.

Lithuania has other temporary work legislations as well:

- ✓ Resolution No. 678 “On Approval of Rules for Selection of Career Civil Servants Claiming to Be Temporarily Transferred to a Position in an International Organization or Institution, or the European Union Institution or Body” of the Government of the Republic of Lithuania of 2 June 2004.
- ✓ Resolution No. 741 “On Approval of Procedures of Consideration of Requests Of Public Servants to Allow Them to Do Another Work and Making and Cancelling of Decisions on Permission for Civil Servants to Do Another Work” of the Government of Lithuania of 24 July 2006.
- ✓ Resolution No. 1211 “On Support for Lithuanians of the Commonwealth of Independent States and the Eastern European Countries Who Are Coming to the Republic of Lithuania to Study at State Vocational and Higher Schools as Well as for Lithuanian Education and Culture Employees Travelling to the Mentioned Countries to Work at Lithuanian Education Establishments and Communities” of the Government of the Republic of Lithuania of 18 October 1996 (New resolution version from 2006, 22 February) – if the departure to work is not longer than one year, they retain their previous workplace. The Government of Lithuania has prepared the competitions for Lithuanian teachers, tutors, cultural and art workers going to foreign countries to work in Lithuanian educational, cultural institutions, universities and to study philology at Baltic and Lithuanian community centres and organizations, for reimbursement for fees for services provided by the establishment and award of benefits and payment for the funding arrangements, approved by the Lithuanian Minister of Education and Culture by the Order No. ISAK-845/IV-178 of 4 May 2006.

According to the Law on Temporary Work there should be a restriction not to hire staff to replace striking workers or own employees who were dismissed from work due to certain economic reasons (because of manufacturing reduction, etc.). What is more, it should not be allowed to hire workers for dangerous work. After adoption of special laws regulating temporary work the relevant parts of the existing le-

gislation (Labour Code, Administrative Code) will be replaced with other legislation regulating implementation of temporary work.

The draft of the Law on Temporary Work was based on the research carried out by the Labour and Social Research Institute in 2004 and titled “Opportunities for Legal Regulation Of Operations Of Temporary Work Agencies in Lithuania and Its Effect On the Labour Market”. It examined the legal practice of Great Britain, France, the Netherlands, Sweden, Poland and other countries.

Analysis of temporary work realities: the case of JSC “X”

The research method.

For collection of primary data for empirical analysis one of the quantitative research methods – a questionnaire survey – was used. It contains questions to reveal the opportunities for temporary work and how they are evaluated by temporary workers and what their attitude to their status is. The questionnaire consists of a group of interrelated questions to be answered by the respondents. The questionnaire contains 23 questions which are arranged in separate blocks:

- Demographics are identified in the first block of questions (1-4);
- Temporary work importance and sources – the second block of questions (5-8).
- Temporary work advantages and disadvantages – the third block of questions (9-15);
- Opinion of temporary workers of JSC “X” about their jobs and overall evaluation of temporary work – the fourth block of questions (15-23).

The questionnaire was designed with reference to theoretical sources and studies by Lithuanian and foreign authors on temporary work. The questionnaire included closed- and open-ended questions. Open-ended questions were designed to disclose the personal opinion of the respondents. Closed-ended questions were designed to reveal the accuracy of the information. The alternative answers were designed using the Likert 5-point scale, where 5 points denotes complete agreement with the statement, and 1 point indicates complete disagreement. An anonymous questionnaire method was chosen as it leads to objective responses. It also enabled the JSC “X” employees to openly give their views. The questionnaire consisted of three main component parts:

- ✓ Introductory paragraph that named the objective of the study, the importance of the survey, as well as the instruction for filling in the anonymous questionnaire;
- ✓ Demographic questions where respondents were asked to indicate their gender, age, education and monthly income;

- ✓ The main part where the open- and closed-ended questions help to identify the reasons why workers of JSC "X" chose temporary work, and advantages and disadvantages of temporary work.

The questionnaire survey at JSC "X" was made in April of 2011. The total number of the respondents to the survey was 110. It was decided to interview all the employees of JSC "X". 110 questionnaires were distributed and 100 were returned completed. 10 people did not participate in the survey because they were ill. 92.59% returned fully completed questionnaires.

In summary the aim of the applied survey instrument was achieved and the data obtained was interpreted in a meaningful and useful way so as to enable JSC "X" to improve its activities and services.

Analysis of the findings

71 men and 29 women participated in the survey. Of JSC "X" employees 71% are men and 29% are women. Such a significant male dominance in the enterprise impacts existing temporary work particularities because mostly the work is physical and requiring technical skills, for example: loading, truck driving, etc. 33% of workers have secondary education, 21% – further education, 10% – uncompleted higher education, 27% have received their bachelor's and 9% – master's degree. Distribution of respondents by their education is different but two groups of workers are dominant: the first – with high school education, the second – with higher education (bachelor's degree). Casquel and Cunyat (2004) have found that highly skilled workers fill permanent job positions more often than less skilled workers or those with smaller work experience. In this case the results show that workers' education has no significant impact on their choice of temporary work.

By age the respondents fell into four groups: under 25 years of age, from 26 to 36 years, from 37 to 49 years, and over 50 years. The distribution of the respondents reveals that 40 respondents are under 25, 19 from 26 to 36 years, 16 from 37 to 49 years and 25 are older than 50 years. At JSC "X" there are 24 men and 16 women under 25. At the company there are 2 women and 23 men above 50 years. The smallest number of employees at the company is in the age group of 37-49 years (7 women and 9 men).

It can be seen that men as temporary employees fill more positions than women and especially young people under 25 years of age. Distribution of employees participating in the study shows that JSC "X" is dominated by males with higher (bachelor's) degree and under 25 years of age and men with secondary education and over 50 years of age. Similarly, the majority of women in the study are with underg-

raduate education and up to 25 years. We can see the labour market situation that it is difficult to successfully integrate for young people under 25 years of age and for individuals older than 50 years who prefer temporary work offered by temporary work agencies.

Another demographic indicator for respondents was related with their monthly income. Monthly earnings of a half of the participating employees are up to 500 LTL. Meanwhile 36 workers receive income ranging from 501 to 1000 LTL, 5 – from 1001 to 1500 LTL, and revenues of 9 employees exceed 1501 LTL. Monthly income of most women and men working at JSC "X" is up to 500 LTL (17 women and 33 men). The highest monthly income was earned by 7 men and 2 women and exceeded 1501 LTL. The income of up to 500 LTL may be due to temporary work offers, the duration of which is sometimes a short period of time which results in low income. Moreover, this factor may be related to the situation that various temporary workers are generally offered unskilled jobs.

The survey involved four different business sectors that use temporary work services of JSC "X": manufacturing, services, wholesale and/or retail and mixed sector. By their field of activity, the users of temporary work services are: 64 industrial enterprises, 19 mixed (industrial and commercial), 15 service and 1 wholesale and / or retail enterprise. Table 2 provides respondents' distribution by work location, sector, and gender.

Distribution of temporary workers in different sectors and companies by place of work / responsibilities indicates that the workers at JSC "X" are mostly helpers (83). There are 8 other workers at the company, there also are 8 specialists and 1 leader. By gender: men (64) and women (19) mostly work in industrial companies. The data obtained show that the workers at JSC "X" who take jobs that do not require special skills or education are in helpers positions that cover a variety of instant work. Meanwhile worker-oriented work is defined by a particular work assigned to a temporary worker to be done during an undefined time. Users of temporary work services of JSC "X" are companies that are interested in hiring support staff.

The research carried out by American Management Association showed that in 1995 more than a half of the production companies that assigned tasks to temporary workers used temporary work agencies' services in their production processes. Recently temporary work covers a relatively wide range of activities, but the main ones are three: information technology (IT) Outsourcing, Business Process Management Outsourcing (BPO), and outsourcing of production.

Respondents' distribution by work location, sector, and gender

Place of work / responsibilities	Activity of the company	Gender		
		Women	Men	Total
Workers	Industrial enterprise	-	2	2
	Providing services	4	-	4
	Wholesale and/or retail	1	-	1
	Mixed (industrial and commercial)	1	-	1
Workers total:		6	2	8
Helpers	Industrial enterprise	14	46	60
	Providing services	2	3	5
	Wholesale and/or retail	1	-	1
	Mixed (industrial and commercial)	2	15	17
Support staff total:		19	64	83
Specialists	Industrial enterprises	2	-	2
	Providing services	2	3	5
	Mixed (industrial and commercial)	-	1	1
Specialists total:		4	4	8
Heads	Providing services	-	1	1
Heads total:		-	1	1
Total:		29	71	100

Source: own research

In order to identify the most important reasons why staff of JSC "X" chose to become temporary workers the questionnaire included a question in which respondents had to indicate the reasons influencing this choice. For 53 temporary workers temporary work is an additional opportunity to earn, while 30 people have encountered great difficulties with the search for a permanent job and for 17 temporary work is an opportunity to gain work experience. The study results show that in most cases the reason to undertake a temporary work is additional opportunity to earn money, followed with people in problems with finding a permanent job.

Respondents' choice to work for a temporary work agency also has an impact on their monthly income levels. Monthly revenues are grouped into four categories: up to 500 LTL, from 501 to 1000 LTL, from 1001 to 1501 LTL, and above 1501 LTL. 24 employees whose monthly income was the smallest and did not exceed 500 LTL chose temporary work for additional opportunities to earn money. 16 employees whose monthly income ranged from 501 LTL to 1000 LTL did so to gain an additional opportunity to earn and the same number of employees were doing this kind of work because of the difficulties with permanent job search.

More than half of the workers (53) from temporary work agency JSC "X" saw temporary work as a work secondment and 30 employees opted for the status of temporary workers because of the difficulties with a permanent job search.

Analysing the factors influencing the choice and its dependence on the age of employees it is seen that this work is treated as an opportunity to gain work experience by 12 workers under 25 years, 4 workers of 26 to 36 years, 1 worker from 37 to 49 years and 1 worker who is over 50 years.

The results obtained show that the reasons for the choice of temporary work in different age groups are: for young people under 25 years – an additional opportunity to earn (13) and they are also doing such job because they have faced a difficulty with search for a permanent job (13). For the majority of the respondents (9) in the group from 26 to 36 years as well as from 37 to 49 years (12) temporary work is an additional opportunity to earn money. Employees who are over 50 years chose temporary work because of the difficulties with the search for a permanent job (14).

The comparison of the reasons of employees of JSC "X" for the choice of temporary work with the opinion of David and Houseman and Houseman (2009) indicates a partial agreement that temporary work is a right way to gain work experience.

The workers of JSC "X" were asked a closed-ended question: "Where did you hear about temporary work through a temporary work agency?". The results show that most employees (40) heard about temporary work through persons employed by a temporary work agency and their friends (24). Fewer employees (19) doing temporary work looked online and 17 got to know about this new work form at the La-

bour Exchange. It can be argued that the major source of information about temporary work is temporary workers.

The study also sought to determine whether the employees of JSC “X” are satisfied with their work. 40 employees expressed a neutral position on this aspect. 36 were dissatisfied and 9 were very dissatisfied. 14 respondents were satisfied and 1 was very satisfied with their work. Job evaluation by temporary workers is as follows: 40% – neutral, 36% – dissatisfied, 14% – satisfied, 9% – very dissatisfied, and 1% – very satisfied.

Overall satisfaction of JSC “X” workers with the temporary work is evaluated positively. More than half of the workers (52) are satisfied and 28 workers have neutral position. 12 respondents are dissatisfied, 6 are very dissatisfied, and 2 are very satisfied. It can be argued that company’s results depend on job satisfaction. According to Bagdonavicius (2006), over time workers’ needs change, so does their motivation, therefore a wider range of economic and moral indicators is necessary to increase their job satisfaction. Consequently, to provide great services JSC “X” must turn its attention to employee satisfaction and take all the necessary measures to increase it.

Workers’ satisfaction with temporary work by their gender shows that most men (40) and women

(12) are satisfied with this form of work. 10 women and 18 men have a neutral position. One woman and 11 men are dissatisfied with temporary work. The majority of both men and women are satisfied with temporary work.

According to Aronsson (1999), studies show that temporary workers are passive because job instability does not give people a sense of security and does not stimulate their individual abilities at work either.

The study aimed to reveal the duration of jobs received by temporary workers of JSC “X”. Proposals for duration of up to 1 month were given to 48 employees, 44 employees were offered to work for 1 to 3 months, 5 employees for 4 to 12 months, and 3 employees for more than 12 months. According to the respondents’ distribution by gender most men (34) received job offers for 1 to 3 months and 32 males received job offers for up to one month. Meanwhile the majority of women (16) received jobs for up to 1 month and 10 women from 1 to 3 months. Results show that men receive job offers for longer term than women. Women are offered short-term work offers with the term shorter than a month and men get temporary work offers for up to three months (see Figure 2).

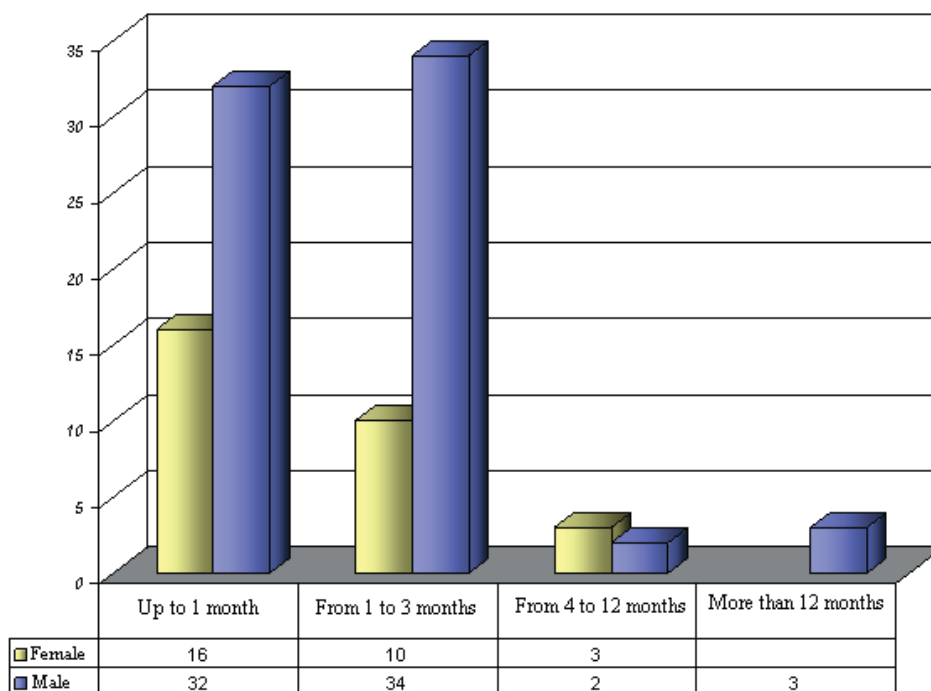


Fig. 2. Duration of job offers received by temporary workers of JSC “X”

Source: our drawing based on survey data

Gagliarducci (2005) found that the time worked in a temporary worker position increases access to permanent job offers and it is expected that temporary workers who worked for a longer period will get

a permanent job offer (see Figure 3).

Industrial firms provided 33 temporary workers with jobs for 1 to 3 months, 31 employees were employed for a period of up to 1 month. Mixed (in-

dustrial and commercial) enterprises used temporary employees for a short period of time – about 1 month (14). Overall, the data shows that most of the temporary workers are hired for a period of 3 months.

Answers to the question “Is it important for you that people would think about temporary work positively?” by workers of JSC “X” are: 35 employees indicated it is particularly important for them, 24 had no opinion regarding this question, for 19 it is very important and for 16 it does not matter what people think about temporary work.

Analysis of the answers by gender shows that 26 men consider temporary work being extremely important, 24 of them have no opinion, for 12 it is very important and for 9 it is not important. For 9 women it is extremely important, for 7 good opinion about temporary work is very important, for 7 it is not important and 6 do not have opinion on the question “Is it important for you that people would think about the temporary work positively?”. It can be argued that a positive opinion about the company is an important tool to enhance employee commitment and loyalty to it and to increase job satisfaction and the organization’s reputation.

The third block of questions required to identify benefits and drawbacks of temporary work at JSC

“X”. Ranked answers of temporary workers are: a temporary worker working well can get noticed and recruited for a permanent job – 39 (39%), possibility for young people without work experience to easier integrate into labour market and to gain experience – 27 (27%), employees can test themselves in various fields – 15 (15%), gives workers flexible working conditions and convenient work schedule – 12 (12%), this is an opportunity for students and senior citizens to work – 7 (7%). Almost a half of the respondents surveyed in the research expect that through temporary work they will receive permanent work offer. In a study by McGinnity and Mertens (2004) about 40% of temporary workers have been offered a permanent job (see Figure 3).

Research results by gender show that both men (27) and women (12) agree that the main advantage of temporary work is that temporary workers working well can get noticed and recruited for a permanent job by a user of temporary work services.

The study aimed to reveal the disadvantages of temporary work as well. Employees of JSC “X” were asked to indicate the negative qualities (weaknesses) of temporary work. Analyzing the distribution of responses by gender, the disadvantages of temporary work were named:

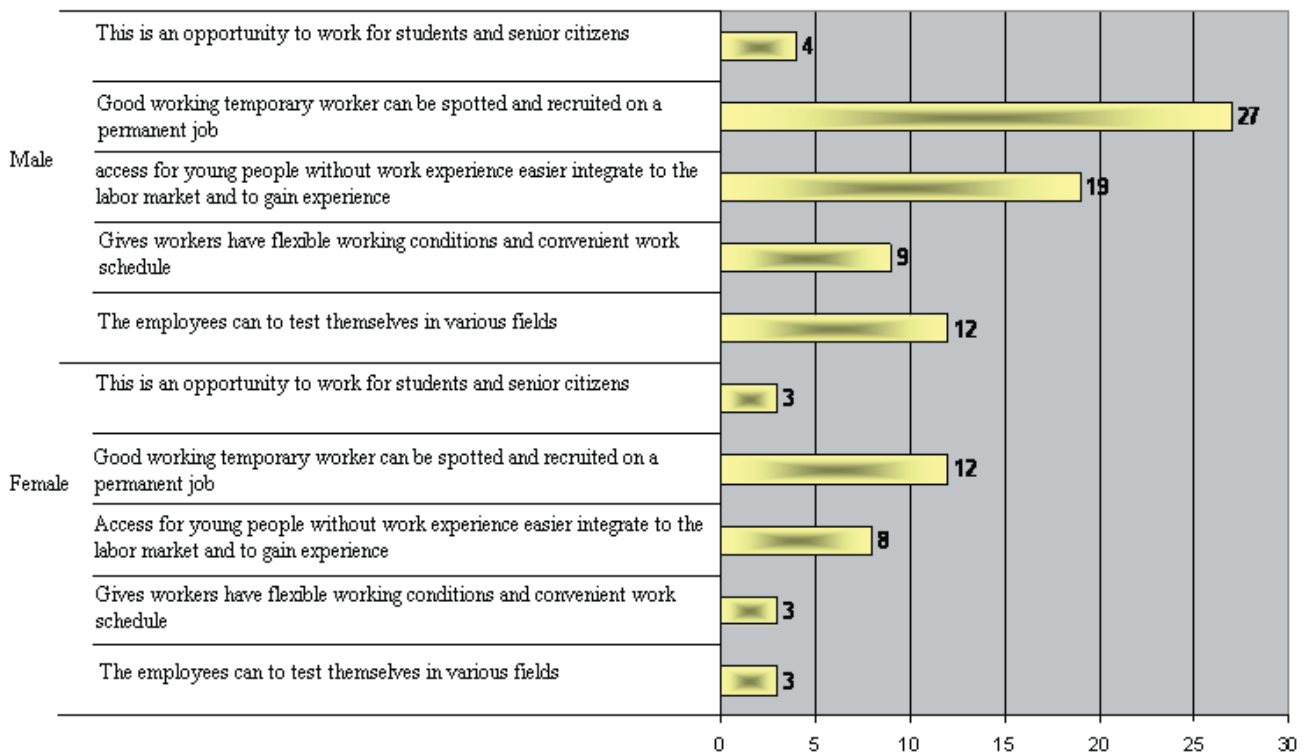


Fig. 3. Advantages of temporary work at JSC “X”.

Source: our drawing based on survey data

Men: 28 of them point out that temporary work does not give a sense of security and stability, 24 point

out work contracts and relationships that can be terminated at any time without explanation, 8 note that the-

re are no career opportunities, 7 do not feel being full members of the organization, 4 think that a temporary worker is deprived of guarantees that a permanent contract would ensure.

Women: 13 of them consider that temporary work does not give a sense of security and stability, 6 think that employment contracts and employment re-

lationships can be terminated at any time without explanation, 5 indicate that there are no career opportunities, 3 note absence of guarantees in case of loss of a temporary job which would be ensured by a permanent contract, 2 do not feel being full members (see Figure 4).

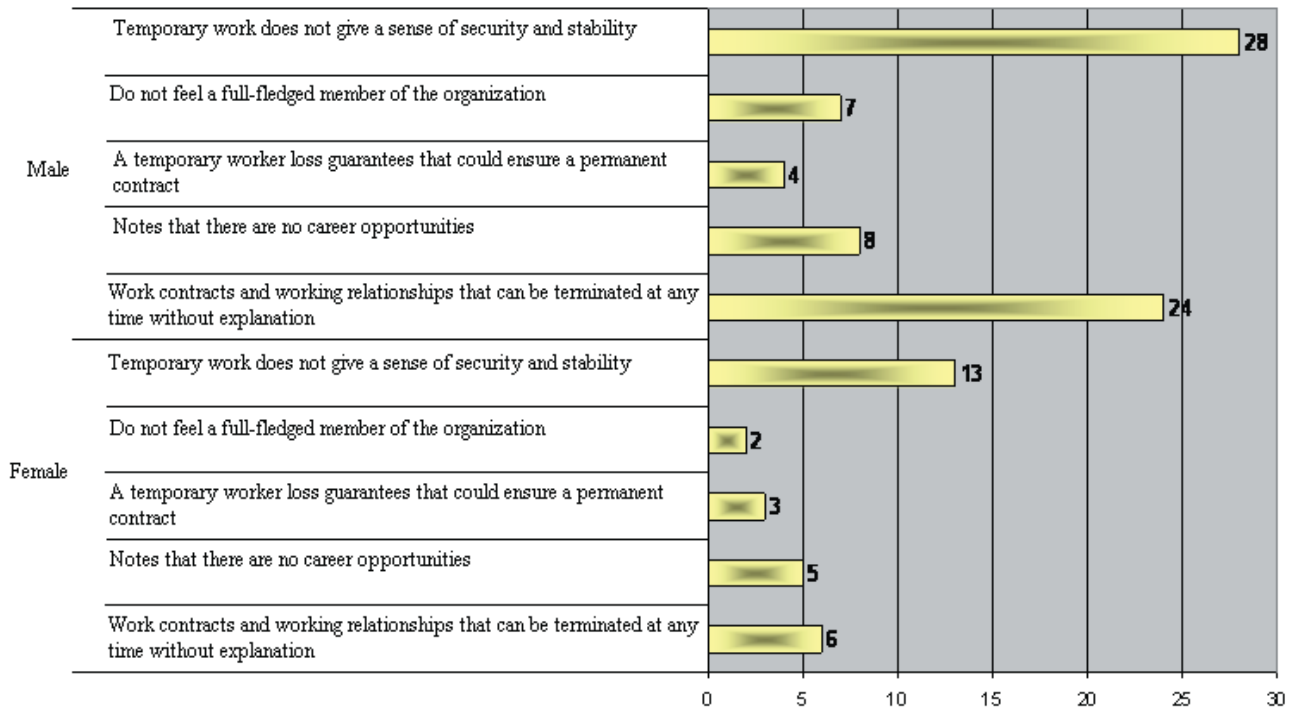


Fig. 4. Disadvantages of temporary work at JSC “X”.

Source: our drawing based on survey data

Both men and women consider the lack of sense of security and stability as the main negative feature of temporary work, which negatively affects the quality of work and productivity. Temporary workers think that in contrast to the open-ended labour contracts the temporary contracts do not provide security and sense of job stability for workers. A study carried out by Clark and Postel-Vinay (2005) indicates that as to relationship of contract and security, workers feel more secure with open-ended contracts while temporary workers feel being less secure.

To sum up, the responses of employees have distributed as follows: no sense of security and stability – 41 (41%), employment contract and work relations can be terminated at any time without explanation – 30 (30%), working as a temporary employee it is hard to plan a career – 13 (13%), does not feel being a full member of the organization – 9 (9%), temporary job lacks guarantees that a permanent contract would ensure – 7 (7%).

Workers of JSC “X” were asked in the questionnaire to indicate the main disadvantage of tempo-

rary work. Studies by Addison and Surfield (2005), Cox and Grobar (2001) revealed that temporary work employees earn less than permanent employees. The research revealed that most temporary workers are young people with lower education and shorter work experience.

Most employees see low income and lack of guarantees as the foremost negative aspect of temporary work. According to Appelbaum, Bailey, Berg and Kalleberg (2000), social exchange theory explains the differences in attitudes and work behaviour between temporary and permanent employees. Since social security, wages and work environment climate provided to temporary workers is inferior to that granted to permanent staff, this contributes to negative attitude of temporary employees to work. These factors may strongly affect the temporary employees’ performance and job satisfaction.

Workers of JSC “X” were asked a question: “How do you evaluate the temporary work in general?” Almost a half of the respondents (45) evaluate temporary work positively, 28 more positively than

negatively, 19 have no opinion, 6 more negatively than positively and 2 negatively.

The results by gender revealed that the majority of women doing temporary work evaluate it more positively than negatively (11) and most men – positively (37). The views of the respondents having been summed-up it was concluded that temporary work is seen by temporary workers as positive. This fact may make an important stimulus for the development of this service.

Workers of JSC “X” were asked a question: “Would you choose temporary work as an alternative to permanent work?” The question revealed the opinions and views of temporary employees of JSC “X” on prospects of temporary work. The results show that more than a half of workers (63) will choose to accept temporary work as an alternative to permanent work in case they will not find work elsewhere. 32 disagree and 5 accept temporary employment as an alternative to permanent employment. Distribution of answers by gender were different: women – 1 agrees, 10 disagree, 18 would accept temporary work as an alternative to permanent employment only as needed or when it is impossible to find work elsewhere. More than a half of men (45) also agree to choose this option only when it is necessary, 22 would disagree and only 4 would agree. These results are in line with the opinion of David, Houseman and Houseman (2009) that temporary work can be an alternative to permanent employment and an option for gaining work experience.

What is more, temporary workers had to answer a question: “Do you see the perspectives in the company?” More than a half of the workers (56) do not see perspectives in JSC “X”, 34 currently do not see and 10 see. Better perspectives in JSC “X” are seen by men. 7 of them marked answer “yes”. Meanwhile most women do not see such perspectives (15). According to Petkeviciute (2006), work perspectives are related to career and work experience process. To sum up, workers of JSC “X” negatively evaluate perspectives in the temporary work company JSC “X”. Parker (2002) found that temporary workers are not taking part in company’s decision making process which negatively affects their job performance and psychological state.

For the objectives of the questionnaire it was important to identify whether the work proposed to employees met their expectations. More than a half (53) of the employees of JSC “X” strongly agreed that temporary work met their expectations, 30 employees agreed that work met their expectations and 17 them marked answer “no” which shows that the proposed work failed to meet their expectations. For the majority of temporary workers temporary work met their expectations.

The results are related to the further study on the issue: “If once again you have to choose a job would you contact a temporary work agency?” Majority of the employees do not know (39), 34 agree by selecting the answer “yes” and 27 employees would not apply to a temporary work agency for a temporary work vacancy. Most men (29) chose a positive answer, 16 chose a negative one and 26 of them did not know. 13 women did not know if they would return to JSC “X” if they had to choose a temporary work place once again. 11 of them indicated a negative response and only 5 positive. Men are more likely to work in JSC “X” than women. Such responses may influence the distribution of temporary short-term jobs for women and their overall evaluation of temporary employment.

It could be said that workers’ attitude to a temporary work agency depends on its image. Image researcher Druteikiene (2007, p. 8) argues that image reflects the real organization’s activities: “Organisation’s image helps to determine how a person behaves in the organization and how the organization is perceived: as weak or as strong, closed or open, warm or cold, immovable or flexible or how the person’s disposition, his readiness to rely on what is being said, and the proper evaluation of the products the organisation offers to buy or even willingness to work in it would be affected”.

Generalisation

Katz and Krueger (1999) analyzed how growth of temporary work service sector had influenced decline in levels of unemployment. The results showed that unemployment rate fell sharply in the business sector after introduction of the temporary work service.

It is also noteworthy that, according to studies by Vosko (2008), “traditional” (defined as full-time, full-time shifts throughout the year employment) work – “traditional” form of employment around the world – is disappearing, yielding its place to the flexible employment model.

The results of the questionnaire survey for JSC “X” staff show that the majority of respondents hold support staff positions at industrial companies. The results revealed the distribution of the clients of JSC “X” company by sector of activity: industrial enterprises – 64%, services – 15%, engaged in wholesale and / or retail sales – 2% and mixed (industrial and commercial) – 19%. The study shows that temporary workers are usually employed for a month, far less often for a period ranging from 1 to 3 months.

54% of the workers of JSC “X” consider positive attitude of other people towards temporary employment important. This opinion of the respondents is related to the question about where the respondents

found out about temporary employment. 40 people got to know from the employer and 24 respondents heard from their friends.

The questionnaire included two questions asking employees to identify key advantages and disadvantages of temporary employment. Most of the employees pointed out the following advantages of temporary employment: a temporary employee working well can get noticed and employed on a permanent basis (39) and opportunity for young people without work experience to easier access the labour market and gain work experience (27). The employees noted the following disadvantages: no sense of security and stability (41), labour contracts and employment relationships can be terminated at any time without explanation (30).

Identifying the reasons why employees chose temporary recruitment they stated the following: the possibility to earn extra income (44), the difficulty with search for a permanent job (34), the opportunity to gain work experience (18), and other reasons.

The overall evaluation of temporary employment among employees was positive (52), although 56 people from JSC "X" could not see any prospects. The answers of these respondents may be influenced by their different experiences, needs, and values.

Conclusions

After analysis of the scientific literature and assessment of the legislation the following conclusions can be drawn:

- ✓ Temporary work is considered being an effective tool for reducing the level of unemployment which mainly resulted from the lack of work on labour market; an opportunity for businesses to be resistant and flexible as well as seasonally flexible; and an ability to reduce the time needed for employee search and selection process and the employment-related administrative costs. It is also an alternative for people looking for work in another country because a temporary work agency helps them to integrate into and adapt to the labour market.
- ✓ Flexible form of employment gives companies more effective control on human resources and enables better management of its business processes.
- ✓ In Lithuania the legal framework of temporary work has already been developed, only not adopted in practice, employers constantly face many unresolved issues in the field of temporary employment. Currently, temporary work in the country is governed by Article 108 of the Labour Code of

the Republic of Lithuania. The following resolutions of the Government of the Republic of Lithuania are also applicable: Resolution No. 678 of 2 June 2004, Resolution No. 741 of 24 July 2006, and Resolution No. 1211 of 18 October 1996. In European Union documents in accordance with the European Parliament and Council Directive 2008/104/EC temporary work is treated as a form of employment which involves passive market users into its activities and significantly contributes to economic growth indicators of the country.

After the survey on employees of JSC "X" and summarizing of the results the following conclusions can be drawn:

- ✓ The decision of employees to choose temporary work is mostly affected by such factors as the difficulty with a permanent job search (34), additional opportunity to earn money (44), possibility to gain work experience (18).
- ✓ It was revealed that the main sources of information about temporary employment are the temporary workers (40) and their friends (24), which indicates that the most common method of advertising of temporary work is word of mouth.
- ✓ It was found that the survey participants had different views on what advantages and disadvantages of temporary work are. Respondents indicated the main advantages of temporary work: a temporary employee working well can get noticed and employed on a permanent basis (39%), opportunity for young people without work experience to easier access the labour market and gain work experience (27%), employees can test themselves in different work environments (15%), possibility for workers to have flexible working conditions and convenient schedule (12%). The survey results revealed the following main disadvantages of temporary employment: no sense of security and stability (41%), employment contract and labour relations can be terminated at any time without explanation (30%), it is hard for temporary employees to plan a career (13%).
- ✓ Distribution of respondents' answers to the question of whether they would contact JSC "X" if they once again have to choose the work place were as follows: 39 do not know, 34 would contact and 27 would not contact. Distribution of answers may indi-

cate that the company provides temporary jobs for a group of people who are less demanded on the labour market: young people, young parents, elderly persons.

- ✓ Practical significance of the research is that the results are taken into consideration and they are implemented by JSC "X" to improve the quality of their service. They help to identify possible problems which may occur in the near future. The results of this research are going to be included in administrative staff meeting agenda where they would be discussed and measures would be proposed for correcting the service shortcomings and ensuring the benefits.

This research material can be used by the parties who are interested in temporary work as a flexible form of employment. It will help them to better know this atypical but rapidly developing form of employment, its strengths and weaknesses and thus to easier determine whether to use or not to use temporary employment.

Discussion

The temporary work concept is rather broad and equivocal and in practice consists of different types of employment contracts. To describe the temporary work concept Lithuanian and foreign researchers of temporary work use these definitions: non-standard, atypical, flexible, adaptable, contingent labour relations. Temporary work generally refers of part time work and work on call.

In comparison to temporary work experience of foreign countries, temporary work in Lithuania is a new form of employment that with proper regulation on the current job market can deliver positive results. However, this service is not sufficiently regulated by the Lithuanian law system and often many questions arise for companies that face this service. Currently in Lithuania there is no specific legislation regulating temporary work legal relations.

The article aims to provide young people with evaluation of temporary work service and opportunities for temporary workers employed through a temporary work agency. Moreover, this research leads to appearance of a new instrument for recruitment, selection and employment of professionals, the aim of which is to help the skilled specialists to find a suitable and sustainable work place. In the future developed temporary work and education sector cooperation concept will become an object for a new course of study or even a degree of specialization in human resources process management. At the same time the developing new business form will develop a mobility practice program for students and will make job se-

arch easier for workers and for employers, it will provide more opportunities to find the necessary specialist.

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Laikinojo įdarbinimo kaip naujos darbo formos Lietuvoje situacijos analizė

Santrauka

Laikinojo įdarbinimo agentūrų teikiamų paslaugų pažinimo tyrimai yra svarbūs verslo ir aukštojo mokslo sektorių atstovams, nes leidžia papildomai plėtoti šių sektorių bendradarbiavimo veiklas. Šiuo atveju išryškėja poreikis atlikti laikinojo įdarbinimo kaip naujos darbo formos Lietuvoje situacijos analizę. Šalyje nėra įstatymo, reguliuojančio laikinojo įdarbinimo paslauga užsiimančių agentūrų veiklą. Iki šiol vadovautasi Lietuvos Respublikos darbo kodeksu. Tačiau pažymėtina, kad jau 2011 m. gruodžio mėn. Lietuvoje įsigalios Laikinojo įdarbinimo įstaty-

mas, kuris lems pirmuosius šios darbo formos praktinius patirties žingsnius.

Praktinis problemos aspektas pasireiškia laikinojo įdarbinimo Lietuvoje patirties ir dokumentinio, teisinio reglamentavimo stoka, institucijų, vykdydysiančių laikinąjį įdarbinimą ir kontrolę, nesusiformavimu, neišplėtoja, mažai žinoma rinkoje teikiama paslauga.

Vakarų Europos valstybėse laikinojo įdarbinimo paslaugos jau yra teikiamos apie 20 m., Lietuvoje jos praktikuojamos apie 8 m. Nyderlanduose ir Didžiojoje Britani-

joje laikinojo įdarbinimo paslaugas gauna 3–5 proc. visų samdomų darbuotojų. Lietuvoje šis procentas siekia tik 0,4. Daugelis laikinųjų darbuotojų yra iš pramonės, gamybos sektorių.

Mokslinė laikinojo įdarbinimo problematika platesniame teoriniame kontekste analizuojama tokiuose darbuose: Autor ir Houseman (2009) akcentuoja, kad laikinas įdarbinimas yra alternatyva ir tinkamas būdas darbo patirčiai įgyti. Drucker (2006) atkreipia dėmesį, kad ši įdarbinimo forma prisideda prie įmonių gebėjimo greitai prisitaikyti prie kintančių rinkos poreikių. Tuo tarpu Bartkus ir Jurevičius (2007) pažymi, kad laikinojo įdarbinimo dalyvių – laikinųjų darbuotojų – nuoma yra efektyvi verslo strategija, kai viena įmonė (paslaugos nuomotoja) skiria kitai įmonei (paslaugos teikėjai) atlikti tam tikrą veiklos, kurioje pastaroji specializuojasi, funkciją. Judickienė (2008) konstatuoja, kad laikinas įdarbinimas apibrėžiamas kaip reiškinys, kurio funkcijoms priskiriama darbuotojų paieška, atranka, santykiai, susiję su darbuotojo darbo apskaita, darbo sutartys ir kt. Tačiau minėti mokslo darbai nėra adaptuoti praktinėms Lietuvos darbo sąlygoms.

Šio straipsnio **tyrimo tikslas** – atlikti laikinojo įdarbinimo kaip naujos darbo formos Lietuvoje situacijos analizę.

Tyrimo objektas – laikinasis įdarbinimas kaip nauja darbo forma.

Tyrimo uždaviniai:

1. Atlikus mokslinės literatūros analizę, iširti laikinojo įdarbinimo teorinius aspektus.
2. Apibrėžti laikinojo įdarbinimo teisinį reglamentavimą Europos Sąjungoje ir Lietuvoje.
3. Atlikti laikinųjų darbuotojų, įsidarbinusių per laikinojo įdarbinimo agentūrą, apklausos rezultatų analizę.

Tyrimo metodais pasirinkta mokslinės literatūros ir dokumentų analizė, sisteminimas, lyginimas, apibendrinimas. Empiriniam tyrimui atlikti parengtas klausimynas, atlikta 100 darbuotojų, įdarbintų laikinojo įdarbinimo forma, anketinė apklausa.

Nuo 2010 m. derinamas Lietuvos Respublikos laikinojo įdarbinimo įstatymo projektas, siekiant perkelti 2008 m. lapkričio 19 d. Europos Parlamento ir Tarybos direktyvos 2008/104/EB dėl darbo per laikinojo įdarbinimo įmones nuostatas. Naujoje laikinojo įdarbinimo įstatymo redakcijoje bus pakeistos sąvokos „Darbo nuoma“ ir „Darbo nuomos sutartis“ į sąvokas „Laikinasis įdarbinimas“

ir „Laikinojo įdarbinimo sutartis“. Naujojo įstatymo tikslas – užtikrinti laikinųjų darbuotojų apsaugą ir pagerinti darbo per laikinojo įdarbinimo įmones kokybę. Į įstatymo reguliavimo sritį patenka trys asmenų kategorijos: laikinasis darbuotojas, laikinojo įdarbinimo agentūra ir įmonė – laikinojo darbo naudotoja.

Įstatymo nuostatomis turėtų būti draudžiama nuomoti personalą, siekiant pakeisti savus streikuojančius darbuotojus arba darbuotojus, kurie buvo atleisti iš darbo dėl tam tikrų ekonominių priežasčių (dėl gamybos apimtys mažinimo ir kt.). Neturėtų būti leidžiama nuomotis darbuotojus ypač pavojingiems darbams atlikti. Priėmus specialius laikinąjį įdarbinimą reglamentuojančius aktus, turės būti pakeisti ir dabar galiojantys teisės aktai: Lietuvos Respublikos darbo kodeksas, Administracinių teisės pažeidimų kodeksas ir su laikinuoju įdarbinimu susiję juos įgyvendinantys teisės aktai.

Pagrindiniai apklausos rezultatai rodo, kad laikinojo įdarbinimo agentūros suteikia darbo vietas darbo rinkoje mažiau paklausiems asmenims: jaunimui, mažamečiams vaikus auginantiems tėvams, senyvo amžiaus asmenims. Atskleista, kad į laikinojo įdarbinimo agentūras kreipiasi asmenys, susiduriantys su nuolatinio darbo paieškos sunkumais, dėl papildomos galimybės užsidirbti, taip pat darbo patirčiai įgyti. Svarbiausiais laikinojo įdarbinimo privalumais akcentuojama galimybė sulaukti nuolatinio darbo pasiūlymo, lengvesnė integracija į darbo rinką ir įvairi darbo patirtis. Vis dėlto laikinojo įdarbinimo paslauga neužtikrina laikinųjų darbuotojų viso darbo užimtumo ir ateities karjeros planų.

Tolesnių tyrimų objektui analizuoti numatoma išskirti šiuos klausimus: ar gali laikinas įdarbinimas tikti studentų praktikai? Kaip integruoti laikinąjį įdarbinimą į studijų procesą? Laikinojo įdarbinimo darbo rinkoje integracijos į specialistų parengimą valdymo sistema tampa aktuali tolesnio tyrimo tema.

Tolesniuose tyrimuose bus plačiai analizuojama specialistų parengimo ir jų įdarbinimo rinkoje integracija bei grindžiama, kaip pagerinti, kokia sistema valdyti minėtos integracijos kokybę. Pagrindžiant specialistų parengimo ir jų įdarbinimo rinkoje sistemą, bus nagrinėjama ir šios sistemos įgyvendinimo strategija.

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

The article has been reviewed.

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