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***Perceived Organizational Support, Work Engagement,
and Intention to Stay Among Temporary Agency
Workers***

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Abstract

The use of temporary agency workers (TAWs) has grown over the years, and previous research shows that TAWs do not always have time to create interpersonal relationships, experience unequal work tasks, and perceive a lack of social support within the organization. Hence, this study aimed to investigate to what extent perceived organizational support (POS) from the client organization and the perception of equal work correlates with TAWs work engagement, and furthermore to what extent these factors correlate with their intention to stay. Moreover, it aimed to investigate whether there were any significant differences depending on the form of employment. A cross-sectional web-based survey was conducted among TAWs ($N=50$) within the industrial area in the south region of Sweden. Because of skewed and leptokurtic data, the non-parametric tests, Spearman's Rank Correlation, and Mann-Whitney U test were used. The results showed that POS and the perception of equal work positively correlate with TAWs work engagement. Furthermore, these factors also correlated positively with TAWs intention to stay at the client organization and within the same branch, but not as a TAW. Finally, the results showed that the only significant difference depending on the form of employment was in the intention to stay as a TAW, whereas temporary TAWs reported a lower likelihood of staying as a TAW. This study confirms previous research implying that POS has positive effects on employees' work engagement and intention to stay, suggesting the importance for client organizations to focus on POS among their employees.

Keywords: Client Organizations, Equal Work, Intention to Stay, Perceived Organizational Support, Temporary Agency Workers, Work Engagement.

This study first and foremost aims to investigate temporary agency workers (TAWs) perceived organizational support (POS) and perception of equal work, and to what extent it relates to their work engagement. Secondly, it aims to investigate the extent to which POS, the perception of equal work, and work engagement relate to their intention to stay. Thirdly, this study aims to examine possible differences depending on the form of employment among TAWs. Indeed, work-life today is largely characterized by flexibility, and one way organizations can gain flexibility is to hire TAWs from staffing agencies, i.e., employees with loose ties to the organization that gets put to use only when needed and for a limited time and/or assignment, depending on different demands (Allvin et al., 2011; Håkansson et al., 2013). While this form of flexibility gives the organization the opportunity to make economically motivated adjustments in relation to market demands on short notice, it also implies that individual employees are exchangeable (Allvin et al., 2011). For TAWs, who have at least two but sometimes multiple employment relationships (Giunchi et al., 2015), this can mean that they do not have a guaranteed permanent workplace, thus they need to be prepared to work at different companies with varying working periods (can vary from hours to years) depending on demand (Håkansson et al., 2013). This can, amongst other things, negatively impact the TAWs psychosocial work environment and lead to a higher risk of exposure to psychosocial ill-health (Håkansson et al., 2013).

When discussing the psychosocial work environment it is common to talk about the "soft" parts of work, such as career development, interpersonal relationships, and task design (Håkansson et al., 2013). These "soft" parts have previously been stated to be lacking among TAWs (e.g., Håkansson et al., 2013) and one explanation for that could be because they are hired to fill an immediate need. Another explanation is that they often are a temporary resource, thus they do not always get an extensive onboarding and/or competence development (Håkansson et al., 2013). Another reason could be that they often are new at work and thus, for example, do not have time to create interpersonal relationships and perceive a lack of social support from supervisors and colleagues (Håkansson et al., 2013), compared to standard workers (Benach et al., 2002; Benavides et al., 2000). Even though the Swedish Work Environment Act (SFS 1977:1160) states that the work organization and job tasks have to be designed in a way that the employee (regardless of the form of employment) does not get exposed to psychological stress that can lead to ill-health, and that task design should aim to provide variety, social contact, and cooperation – the reality seems to be another for the TAWs, based on previous studies.

Temporary Agency Workers and Their Employment Relations

The most common goal for staffing agencies (also known as temporary work agencies) is to rent out personnel (temporary agency workers) to client organizations during a specific and limited time, for example, to replace absent personnel, fill vacant positions, or meet market demands (e.g., temporarily increased production or service) (Håkansson et al., 2013). The relationship between the staffing agency, the client organizations, and the temporary agency workers (TAWs) is commonly explained as a triangular relationship in the staffing agency business area (Bosmans et al., 2014; De Cyuper et al., 2008; Håkansson et al., 2013; Kalleberg, 2000). The relationship between the staffing agency and its employees (TAWs) is referred to as an employer relationship, whilst the relationship between the client organization and the TAWs is defined as a management relationship (Håkansson et al., 2013). The connection between the staffing agency and the client organization is described as a business relationship (Håkansson et al., 2013). Legally, the Agency Work Act (SFS 2012:854) regulates how the conditions and relationships between the TAWs, the staffing agencies, and the client organizations are supposed to be processed. The purpose of these regulations is to protect TAWs within the industry. The 6 § in the Agency Work Act (SFS 2012:854) states that the staffing agency (i.e., the employer) has to uphold the principle of equal treatment amongst their employees in relation to the client's own employees. This principle means that TAWs are legally entitled to the same basic working conditions as the client's own employees performing the same work as them. But as previously mentioned, the TAWs reality does not always seem to match the intentions.

Swedish staffing agencies apply the same forms of employment like any other employer in Sweden (LO, 2021). The difference is that the employment contract is written and signed by the staffing agency and the TAW, whilst the client organization never is mentioned in the contract. Permanent employment, or open-ended contracts, is not equally common when comparing countries and staffing agencies (Bosmans et al., 2014). Sweden has been a country that has upheld open-ended contracts with TAWs since the early 2000s, and Germany as well (Bosmans et al., 2014). An open-ended contract for TAWs overall indicates the same terms and conditions as the standard employment relationship (Bosmans et al., 2014), but with one difference being that the employer on the contract is the staffing agency instead of the client organization. The client organization has no obligation to take over the employment of the agency workers – unless they want to. If a permanent TAW (with an open-

ended contract) is without an assignment, the staffing agency's responsibility is to find new assignments or terminate the employment (LO, 2021). Temporary employment within staffing agencies is also equivalent to and includes the same conditions as temporary employment directly through the client organization. As for temporary TAWs (with fixed-term contracts), the client organization can affect how long they need hired personnel, which can lead to a change of client organization or termination of employment (LO, 2021).

TAWs Well-Being at Work

Previous research by Kalleberg (2009) suggests that temporary workers (e.g., TAWs) are a disadvantaged group compared to standard workers. Temporary workers, for example, experience increased role stress and job insecurity, lower autonomy, and lack of support compared to standard workers (Benach et al., 2002; Benavides et al., 2000). Håkansson et al. (2013) argue that TAWs are more exposed to different or unequal work tasks than standard employees, many of them related to their assignments' time limits. TAWs experience work tasks that are more monotonous, involve more risks (often due to a lack of training), and are less desirable (Håkansson et al., 2013). This affects temporary workers' well-being and health negatively, and also their work motivation (De Cuyper et al., 2008). Stress is, according to Tompa et al. (2007), a common outcome among precarious workers (e.g., TAWs) because of its form, whilst Lopes and Chambel (2014) argue that workers' behavior can be affected in different ways by their well-being. A high level of well-being is related to increased work engagement, while a low level is related to a lack of investment in one's work (Lopes & Chambel, 2014). Furthermore, long-term temporary work (for at least three years) has shown to result in increased exhaustion, affecting job motivation and balance in the work-family interface (Mauno et al., 2015). According to Quesnel-Vallée et al. (2010), long-term exposure to temporary work can even lead to symptoms of depression. However, temporary contracts are legally not allowed to exceed more than two years in many European countries (Mauno et al., 2015), Sweden being one of them. In contrast to these studies that have shown how long-term temporary workers' well-being is affected negatively, other longitudinal studies have shown the opposite. De Cuyper et al. (2009) found no negative relationship between long-term temporary workers and psychological consequences, such as decreasing work engagement and affective organizational commitment.

Motives for Being a TAW. Another factor that might influence the well-being and

outcomes of temporary work are motives. Why people choose temporary work arrangements (e.g., TAWs) has been argued earlier to be motivated by either voluntary or involuntary motives (Bernasek & Kinnear 1999; Connelly & Gallagher 2004; Ellingson et al., 1998; Marler et al. 2002). Voluntary TAWs, for example, prefer flexibility and variety in their work and the freedom that temporary employment enables. Involuntary TAWs, on the other hand, feel forced into temporary employment because they cannot get a permanent job (Ellingson et al., 1998).

More recent studies indicate that motives for accepting temporary work (such as TAWs) can not only be explained by voluntary or involuntary motives (Lopes & Chambel, 2014). Other motives for being a TAW are the financial benefits (extra income) (Bernasek & Kinnear 1999; DiNatale 2001; Kunda et al. 2002), it is an easier way into standard employment (De Jong et al. 2009), to be able to balance personal responsibilities with work (Bendapudi et al. 2003) and flexibility in scheduling their work (Morris & Vekker 2001). According to Morris and Vekker (2001), some motives are more – in similarity to the involuntary motives – "forced" than others, such as the difficulty of getting a permanent job or the lack of opportunity. DiNatale (2001) means that they are motivated because they cannot find any other job than a temporary one.

Overall, as stated before, previous studies seem to bring up the importance of support when discussing well-being among TAWs, or any other form of temporary employment for that matter, but TAWs are more likely to perceive lower levels of support in general (Benach et al., 2002; Benavides et al., 2000). They are, for example, exposed to time-limited assignments - which Håkansson et al. (2013) mean can enhance the perception among TAWs to not receive the same terms as standard employees.

Perceived Organizational Support

The theory of Perceived Organizational Support (POS) states that "employees in an organization form global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (Eisenberger et al., 1986, p. 500). This theory, or psychological construct, is strongly connected to the social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960). Social exchange theory suggests that

individuals enter relationships with others to maximize their gain of resources and further explains the initiation, development, and maintenance of interpersonal relationships (Blau, 1964), which also can provide an understanding of the relationship between individuals and their work organization (Eisenberger et al., 1997). The norm of reciprocity, in relation to social exchange theory and POS, means that the employees, for example, expect rewards for increased effort to get their socioemotional needs met (e.g., approval, esteem, emotional support), and that help is available when needed (Eisenberger & Stinglhamber, 2011). However, the reciprocal relationship that comes with a high level of POS also means that the employee feels an obligation to reciprocate the favorable treatment by being helpful and positively oriented toward the organization (Eisenberger & Stinglhamber, 2011). Based on previous research, Eisenberger and Stinglhamber (2011) mean that POS can lead to positive orientations such as affective organizational commitment, trust, job involvement, and work engagement. They also suggest that POS can lead to positive behavioral outcomes such as job performance, reduced workplace deviance, safety-related behavior, and creativity and innovation. Rhoades and Eisenberger (2002) found that fairness and/or justice have the most substantial relationship with POS, such as employees being included in decision-making, the organization implementing rules or policies that affect their employees, and being treated with respect and dignity by the organization. In other words, feeling treated fairly by the organization indicates a higher level of POS (Rhoades & Eisenberger, 2002). In contrast, a low level of POS might, for example, lead to lower performance, absenteeism, and turnover intention (Eisenberger et al., 1997; Eisenberger & Stinglhamber, 2011). To what degree work conditions and experiences actually lead to POS depends on whether the employee perceives the favorable treatment by the organization as a voluntary action or not (Eisenberger et al., 1997).

POS and Temporary Agency Workers

As indicated above, there are many positive aspects and outcomes with the support provided by the organization. Most studies regarding the effects of POS are based on samples collected from standard employees, but in this study, the focus is on TAWs. The TAWs more or less have two employers – the staffing agency and the client organization – and previous research has shown that TAWs develop a two foci perception of organizational support related to their attitudes toward both organizations (Buch et al., 2010; Giunchi et al., 2015). According to previous research, POS from the staffing agency and/or the client organization can contribute to different outcomes (Lopes et al., 2019). Lopes et al. (2019) found that POS

from the client organization can contribute to autonomous motivation among TAWs, while POS from the staffing agency can contribute to autonomous and controlled motivation among TAWs. POS from both the staffing agency and the client organization can also lead to affective commitment among TAWs – they reciprocate the favorable treatment with affective commitment (Connelly et al., 2007; Coyle-Shapiro & Morrow, 2006; Giunchi et al., 2015; Liden et al., 2003; Veitch & Cooper-Thomas, 2009). Connelly et al. (2007) mean that there also can be cross-over effects. They found that POS from the client organization also relates to affective commitment and continuance commitment toward the staffing agency. Further, Giunchi et al. (2015) found that the form of employment also can affect the relationship between POS and affective commitment towards the organizations. The relationship between POS from the staffing agency and affective commitment toward this organization was stronger among permanent TAWs than among temporary TAWs, while the form of employment did not matter when it came to the relationship between POS from the client organization and the affective commitment toward this organization (Giunchi et al., 2015).

When investigating the importance of POS among TAWs it is interesting to examine the complexity of the triangular relationship and the two foci perception of organizational support and the complexity that comes with being a TAW, but it could also be relevant to highlight the importance of POS in relation to the economic and practical principles that come with being a TAW. As said before, TAWs are hired on the principle that they are supposed to fill an immediate need and are an economical and flexible solution for the employers to respond to quick changes in the business environments (Allvin et al., 2011; Håkansson et al., 2013). But, Eisenberger and Stinglhamber (2011) mean that the organizations and their managers have to choose between treating employees as human capital or marginal capital (employees that are seen as capable of making a minimal contribution to the organization's success) – it could be argued that TAWs might be seen as a marginal capital in relation to the economic and practical principles of their temporary employment relations. Employees seen as a marginal capital are less happy, more stressed, and are more likely to leave for other jobs – they will have a low level of POS (Eisenberger & Stinglhamber, 2011). Those seen as a human capital on the other hand, will experience a high level of POS, thus they will be happier and work harder and smarter (Eisenberger & Stinglhamber, 2011). POS has also been shown to increase TAWs well-being (Imhof & Andresen, 2017; Lopes et al., 2019) and work engagement (Jiang & Wang, 2018).

POS and Work Engagement

Work engagement as a concept was introduced by Kahn (1990), who described it as employees' dedication to their work and their role in terms of physical, cognitive, and emotional involvement. Engaged employees involve themselves physically, cognitively, and emotionally during role performance, and when disengaged, they withdraw and defend themselves physically, cognitively, or emotionally during role performance (Kahn, 1990). Later on, the concept of work engagement has been explained in different ways. One popular and widely used definition is the one made by Schaufeli et al. (2002), and their measurement scale UWES has also been extensively used in many studies and countries (Guest, 2014). They define work engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002, p.74). Vigor refers to a high level of energy and mental resilience while working, the willingness to invest effort, and not being easily fatigued (Schaufeli et al., 2002). Dedication refers to "a sense of significance, enthusiasm, inspiration, pride, and challenge" (Schaufeli et al., 2002, p. 74). Lastly, absorption refers to "being fully concentrated and deeply engrossed in one's work" (Schaufeli et al., 2002, p. 75). Schaufeli and Bakker (2004) mean that engagement is characterized by energy, involvement, and efficacy and that engaged employees have a sense of effective connection with their work.

Some conditions that have been found to promote work engagement is having influence on one's work, receiving feedback, learning and development opportunities, and social support from supervisors and colleagues (Schaufeli & Bakker, 2004). Eisenberger and Stinglhamber (2011) mean that there are several positive connections between work engagement and POS. They suggest that POS can contribute to an expectation of being provided the resources needed to carry out one's job well, expanded use of high-level skills, getting rewards for high performance, and getting positive valuations of one's performance. All this can lead to an increase in intrinsic task interest and overall interest in one's work, which also leads to an increase in the level of work engagement (Eisenberger & Stinglhamber, 2011). The positive effects of POS on employees' work engagement have been confirmed in several studies (e.g., Alfatekha & Budiono, 2021; Isa & Ibrahim, 2020; Jiang & Wang, 2018; Nguyen & Tran, 2021; Stefanidis & Strogilos, 2021), and Jiang and Wang (2018) found that POS and organizational image positively influenced TAWs work engagement.

POS, Work Engagement, and the Intention to Stay

Employees who perceive higher levels of organizational support tend to be more motivated and engaged in their work, and reciprocate by caring about the organization's well-being. This makes them less likely to seek alternative employment and more inclined to stay with their current employer (Rhoades & Eisenberger, 2002; Saks, 2006). Karim et al. (2019) mean that POS promotes employees' intention to stay by improving their job involvement. Increased job involvement and job resources (e.g., job autonomy and performance feedback) have also been shown to increase employees' work engagement, reducing their turnover intention (Schaufeli & Bakker, 2004). Work engagement has also been found to mediate the relationship between POS and turnover intention. For example, Nadeem et al. (2019) found that turnover intentions will be reduced if POS is increased with the help of organizational commitment and work engagement. Asghar et al. (2021) also found that the mediating role of work engagement increases employees' performance levels and decreases their turnover intentions.

POS is positively correlated to the intention to stay and negatively related to withdrawal behaviors such as turnover intention, absenteeism, job search behavior, and actual turnover (Kurtessis et al., 2017). There is a broad scope of previous research that investigates the relationship between POS and turnover intention and/or intention to stay, and that confirms that POS decreases turnover intention (e.g., Bas & Çınar, 2021; Edwards & Peccei, 2010; Huang et al., 2021; Prakosa et al., 2019; Srivastava & Agrawal, 2020; Wang & Wang, 2020).

The Rationale of the Present Study

This study focuses on the connection between POS and work engagement among TAWs at their client organization. Previous research seems to focus on the staffing agency when studying TAWs and POS (Buch et al., 2010; Imhof & Andresen, 2017), and even more common is the combination of both the client organization and staffing agency when studying TAWs and POS (Connelly et al., 2007; Giunchi et al., 2015; Liden et al., 2003; Lopes et al., 2019; Veitch & Cooper–Thomas, 2009). Only one study exclusively focused on the client organization (Coyle-Shapiro & Morrow, 2006). The present study only examines the relationship between TAWs and the client organization because the TAWs perform their work

at the client organization, and the measurement of work engagement is based on questions related to the actual work.

As stated before, previous research has shown that POS, amongst other things, can improve employees' work engagement (e.g., Alfatekha & Budiono, 2021; Isa & Ibrahim, 2020; Jiang & Wang, 2018; Nguyen & Tran, 2021; Stefanidis & Strogilos, 2021) and their intention to stay (e.g., Bas & Çınar, 2021; Edwards & Peccei, 2010; Huang et al., 2021; Prakosa et al., 2019; Srivastava & Agrawal, 2020). However, the majority of these studies are based on samples of standard employees, and there is a relatively limited amount of research regarding the associations between POS and work engagement among TAWs. Moreover, it is hard to find up-to-date research about TAWs overall, and many of the studies were published between 2000-2015, and according to statistics from the Swedish labor market, the amount of TAWs is continuously increasing year by year (Kompetensföretagen, 2022). In other words, more up-to-date research is needed overall since the staffing agency business area is growing (in Sweden), and much could change in the labor market. Hopefully, this study can contribute to more knowledge to fill some of these gaps that are mentioned above. Furthermore, from a practical perspective, the present study could perhaps inform organizations about the possible effects of POS and guide them in future decision-making regarding environmental aspects at the workplace and whether they want to invest additional focus on increasing and/or maintaining POS. It might initiate an evaluation within organizations of the current situation regarding how the TAWs perceive their organizational support.

Research Questions

The aim of the present study is threefold, and firstly it aims to investigate the level of perceived organizational support (POS) among temporary agency workers (TAWs) and to what extent POS is associated with the reported level of work engagement. Secondly, the aim is to examine to what extent POS, the perception of equal work, and the reported level of work engagement among TAWs are associated with their intention to stay at the client organization, within the same branch, and as a TAW. Finally, this study aims to investigate if there are any differences between the groups of temporary and permanent TAWs concerning their POS, perception of equal work, work engagement, and their intention to stay. Based on the aims of the present study, the following three research questions were constructed:

- To what extent are perceived organizational support and the perception of equal work associated with the reported level of work engagement among TAWs?
- To what extent are perceived organizational support, the perception of equal work, and work engagement associated with the reported level of intention to stay among TAWs?
- Is there any difference in the level of perceived organizational support, the perception of equal work, work engagement, and intention to stay depending on the form of employment (i.e., temporary Vs. permanent TAWs)?

Method

Study Design and Procedure

In the present cross-sectional study data were collected using a web-based survey (see Appendix A) compiled using the survey tool Google Forms. Before the survey was sent out to the recipients, the content of the survey was tested by conducting three interviews with TAWs employed by the staffing agency recruited for the present study. The purpose of these interviews was solely to determine the fit of the content for the present study, thus the interviews were not recorded, and no data were used for the analysis, nor is it presented in the present study. Based on the information from the interviews, the content of the survey was a good fit, and the survey ended up consisting of 43 mandatory single choice questions and four voluntary open-ended writing questions. These questions were based on background variables, the Survey of Perceived Organizational Support (Eisenberger et al., 1986), the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004), perception of equal work, and the intention to stay.

A systematic sampling method was used, and the survey targeted Swedish temporary agency workers (TAWs) that worked within the industrial area (production & manufacturing, or warehouse & logistics) in the south region of Sweden and who were employed by a specific staffing agency (that was recruited for this study). Information about the present study and the link to the survey was sent out to the TAWs in collaboration with the recruited staffing agency, who sent out an email to TAWs that matched the inclusion criterias. The data

was collected in Swedish, and the survey was available for the recipients between March 30 and April 13 of 2022. Two reminders were sent out to the recipients during this time. The survey took between 5-10 minutes to complete, and the participants had to answer all the mandatory questions to complete the survey.

Ethical Considerations

The present study was conducted in accordance with the Swedish Ethical Review Act (SFS 2003:460) and the guidelines from the Swedish Research Council (2017), and participation was not considered to imply any personal risk for the participants. The survey, and the interviews, were designed to provide anonymity and did not include questions about sensitive personal information that could lead to the identification of any individual participant. Prior to filling out the survey and participating in the interviews, the participants were informed (through email and in the introduction of the survey) about the purpose of the study and how the data would be treated, who would have access to it, and that it was anonymous. All participants were also informed about the present study's voluntary character and the option to withdraw from participation at any time.

Participants

The inclusion criterias for the present study were that the TAWs had to currently work within production and manufacturing or warehouse and logistics, have either a permanent or temporary employment contract, and have been working for at least 140 hours since January 1st of 2022. The survey was sent out to 856 TAWs, and according to the staffing agency's statistics there were 291 who opened the email, 67 who actually clicked on the link to the survey, and 54 who completed it. Thus, the total sample consisted of $N = 54$ TAWs working within the industrial area in the south region of Sweden. However, four participants had an hourly/on-call contract that did not meet the inclusion criteria (for having a permanent or temporary contract) and were therefore removed from the final sample ($N = 50$).

The majority of the participants, 33 (66%), worked within production and manufacturing, while 17 (34%) worked within the area of warehouse and logistics. There was a relatively even distribution in the form of employment, where 24 (48%) TAWs had

permanent employment and 26 (52%) TAWs had temporary employment. All of the participants, 50 (100%), worked full-time. Furthermore, most of the participants, 37 (74%), were males, and 13 (26%) were females. Whereas the average age of the total sample was 43 years ($SD = 12.76$ years, $min = 20$, $max = 63$). Further descriptive demographic data are presented in Table 1.

Table 1

Descriptive information regarding the samples working hours, number of assignments, and time of employment at the staffing agency and the client organization.

Variable	N = 50	%
Working hours		
Day time	23	46.0
2-shift	11	22.0
Other shifts*	16	32.0
Employment time at the agency		
1-6 months	28	56.0
7-11 months	3	6.0
1-2 years	8	16.0
3-4 years	6	12.0
5-6 years	1	2.0
9-10 years	1	2.0
11 years or more	3	6.0
Number of assignments (at client organizations)		
1	35	70.0
2	5	10.0
3	6	12.0
5	1	2.0
6	1	2.0
10 (or more)	2	4.0
Time at current client organization		
0-6 months	31	62.0
7-11 months	3	6.0
1-2 years	7	14.0
3-4 years	4	8.0
5-6 years	1	2.0
9-10 years	2	4.0
11 years or more	2	4.0

Note. *Other shifts = 3-shift (10%), 4-shift (12%), 5-shift (2%), constant afternoons (2%), or constant nights (6%).

Materials

The survey in the present study consisted of questions based on previously tested and validated instruments to measure POS (SPOS-16) and work engagement (UWES-9), and customized measurements to examine the perception of equal work and the intention to stay at the client organization, within the same branch, and as a TAW.

Background Variables

At the beginning of the survey there were questions regarding several background variables to get some demographic information, which also could be potential confounders. Ten background variables were included, and the respondents were asked about age, gender, the form of employment, the scope of employment, working hours, length of employment at the agency, duration at the client organization, number of assignments, branch affiliation, and which logo they have on their clothes while working.

Perceived Organizational Support (POS)

To measure perceived organizational support, the shortened 16-item version of the Survey of Perceived Organizational Support (SPOS) was used (Eisenberger et al., 1986). The original survey consists of 36 items (Eisenberger et al., 1986), but the shorter version has been found to be as effective as the longer version (Worley et al., 2009). Cronbach's α in the present study was .97. The items (statements) were measured with a 7-point Likert scale (1 = strongly disagree, and 7 = strongly agree), and they were translated into Swedish and adapted for the present study, and an example of an item is "the client organization I work at values my contribution to its well-being". Additionally, negatively worded values in this measurement were reverse coded, and then the total mean score of all 16 values was calculated and used as an outcome in the present study. High scores indicate a high level of perceived organizational support (Eisenberger et al., 1986).

Equal Work (EqW)

Equal work was measured with five customized items, with one example being "at my current client organization, I experience that my tasks are more monotonous compared to their standard employees". The items were measured with a 7-point Likert scale (1 = not correct at all, 7 = completely correct). Four out of five values were negatively worded and were therefore reverse coded, making high scores indicate a perception of the work being equal

compared to standard employees. The total mean score of all five values was used as an outcome in the present study, and the measurement showed high internal consistency with a Cronbach's α of .87.

Work Engagement (WE)

The short Swedish 9-item version of the Utrecht Work Engagement Scale (UWES-9) were used to measure work engagement (Schaufeli & Bakker, 2004). Originally the scale consists of 17 items, but the shortened 9-item version has been shown to have similar psychometric properties as the long version, with high internal consistency (Schaufeli & Bakker, 2004, Schaufeli et al., 2006) and Cronbach's α in the present study was .96. The UWES-9 measures three dimensions of work engagement: vigor, dedication, and absorption. Each dimension is measured by three items that consist of positive statements such as "at my job, I feel strong and vigorous" (vigor), "I am enthusiastic about my job" (dedication), and "I feel happy when I am working intensely" (absorption). These items then gets rated on a 7-point scale (0 = never, 1 = almost never, 2 = rarely, 3 = sometimes, 4 = often, 5 = very often and 6 = always). Negatively worded values were reverse coded before the total mean score of all nine items was calculated, which was used as an outcome in the present study. High scores indicate a high level of work engagement (Schaufeli & Bakker, 2004).

Intention to Stay (ITS)

Three single items (statements) were constructed to measure the TAWs intention to stay at their current client organization (ITS Client), within the same branch (ITS Branch), and as a temporary agency worker (ITS TAW): "if nothing unexpected happens, I would like to continue working at my current client organization within the next two years", "I would like to continue working in the same industrial area within the next two years", and "if nothing changes, I would like to continue working as a temporary agency worker within the next two years". The items were measured with a 7-point Likert scale (1 = not correct at all, 7 = completely correct), where high scores indicate an intention to stay.

Data Analysis

Statistical analysis was made using IBM SPSS (version 28.0) and Jamovi (version 2.2.5), and statistical significance was set to two-tailed P values $\leq .05$. All questions in the survey were mandatory, and no missing values were detected.

Initially, assumptions were tested, and histograms, skewness statistics, and kurtosis statistics showed that equal work (EqW), intention to stay at the client organization (ITS Client), and intention to stay within the same branch (ITS Branch) were not normally distributed (see Table 4 and Figure 1 in Appendix). Due to this, data are reported by median (*Mdn*) and percentiles, as well as minimum (*Min.*) and maximum (*Max.*) statistics, and non-parametric tests were used for the statistical analysis. In order to examine the extent of association between POS, equal work, work engagement, and intention to stay, the non-parametric Spearman Rank Correlation was performed with a 95% confidence interval (95% CI). Then, Mann-Whitney U tests were used to examine whether the form of employment was associated with differences in the reported levels of POS, equal work, work engagement, and intention to stay. Effect sizes for the Mann-Whitney U tests were calculated with Jamovi and are reported as Rank-Biserial Correlations (r_{rb}), which is computed by using Wenden's (1972) formula based on U and the sample size (n) of the two groups.

Results

Associations Between POS, Equal Work, and Work Engagement

The first research question, to what extent perceived organizational support (POS) and the perception of equal work is associated with work engagement was examined by performing a Spearman Rank Correlation. The results show a significant moderate positive correlation between POS and work engagement, $r(48) = .53, p < .001, 95\% \text{ CI } [0.29, 0.71]$. As for the association between the perception of equal work and work engagement, the result shows a significant weak positive correlation between the variables, $r(48) = .35, p = .012, 95\% \text{ CI } [0.07, 0.58]$. Indicating that if POS and/or the perception of equal work increases, the level of work engagement also increases (and vice versa).

Associations Between POS, Equal Work, Work Engagement, and the Intention to Stay

The second research question, to what extent POS, the perception of equal work and work engagement is associated with the intention to stay, was also examined by performing a Spearman Rank Correlation. The results are presented in Table 2 and show a significant

positive correlation between all variables except with the intention to stay as a TAW (ITS TAW), which showed a non-significant and very weak positive or negative correlation with the other variables. The strongest correlation was found between POS and the intention to stay at the client organization, $r(48) = .60, p < .001, 95\% \text{ CI } [0.38, 0.76]$.

Table 2

Spearman's rho (r_s) between perceived organizational support (POS), the perception of equal work (EqW), work engagement (WE), and the intention to stay at the client organization (ITS Client), within the same branch (ITS Branch), and as a temporary agency worker (ITS TAW).

Variable	ITS Client		ITS Branch		ITS TAW	
	r_s	95% CI	r_s	95% CI	r_s	95% CI
POS	.60***	[0.38, 0.76]	.45**	[0.19, 0.65]	.21	[-0.08, 0.47]
EqW	.46***	[0.20, 0.66]	.40**	[0.13, 0.62]	-.01	[-0.30, 0.28]
WE	.50***	[0.25, 0.69]	.47***	[0.21, 0.67]	.18	[-0.11, 0.46]

Note. * $p < .05$, ** $< .01$, *** $< .001$

Differences Between Permanent and Temporary TAWs

The third research question, if there are any differences in the reported level of POS, equal work, work engagement, and intention to stay depending on the form of employment, were examined by performing Mann-Whitney U tests. The results from the Mann-Whitney U tests and descriptive statistics, which complement the tests, are presented in Table 3. The results show no significant differences between the variables depending on the form of employment, except for the intention to stay as a TAW. A statistically significant difference was found ($U = 209, p = .037$) indicating that permanent TAWs ($N = 24$) reported a higher likelihood of staying as TAW ($Md = 7.00, 25th \text{ percentile} = 4.00, 75th \text{ percentile} = 7.00$) than temporary TAWs ($N = 26, Md = 4.50, 25th \text{ percentile} = 1.25, 75th \text{ percentile} = 6.75$). The calculated effect size was $r_{tb} = .33$.

Table 3

Descriptive statistics and Mann-Whitney U test statistics for perceived organizational support (POS), equal work (EqW), work engagement (WE), and the intention to stay at the client organization (ITS Client), within the same branch (ITS Branch), and as a temporary agency worker (ITS TAW).*

	Permanent TAWs (N = 24)				Temporary TAWs (N = 26)				Mann-Whitney U test*		
	Mdn	25th-75th percentile	Min	Max	Mdn	25th-75th percentile	Min	Max	U	p	Effect size
POS	5.53	4.16 - 6.66	1.81	7.00	6.31	4.25 - 6.61	1.56	7.00	308	.946	.013
EqW	7.00	5.80 - 7.00	4.80	7.00	7.00	5.85 - 7.00	2.20	7.00	310	.974	.006
WE	4.33	3.56 - 5.00	0.00	6.00	5.07	3.14 - 5.39	0.89	6.00	276	.490	.115
ITS Client	7.00	6.00 - 7.00	4.00	7.00	7.00	5.25 - 7.00	1.00	7.00	274	.402	.122
ITS Branch	7.00	6.00 - 7.00	4.00	7.00	6.00	6.00 - 7.00	1.00	7.00	271	.391	.131
ITS TAW	7.00	4.00 - 7.00	1.00	7.00	4.50	1.25 - 6.75	1.00	7.00	209	.037	.330

Note. *Grouping variable = form of employment (1 Permanent, 2 Temporary)

Discussion

In the present study, we examined to what extent perceived organizational support (POS) from the client organization and the perception of equal work were associated with temporary agency workers (TAWs) work engagement. Furthermore, we examined to what extent the reported level of POS, equal work, and work engagement were associated with the intention to stay at the client organization, within the same branch, and stay working as a TAW. In addition, we also examined whether there were any differences in the level of POS, equal work, work engagement, and intention to stay depending on the TAWs form of employment (i.e., temporary Vs. permanent TAWs). The results showed significant positive correlations indicating that higher levels of POS and equal work are associated with higher levels of work engagement. Furthermore, the results suggest that higher levels of POS, equal work, and work engagement are associated with TAWs intention to stay. The strongest correlation was found between POS and the intention to stay at the client organization. The only variable that did not correlate with the other variables was the intention to stay as a TAW, which showed non-significant positive or negative correlation with the other variables, and had overlapping confidence intervals. Furthermore, the results showed that the only significant difference was between permanent TAWs and temporary TAWs intention to stay working as a TAW - temporary TAWs showed a lower likelihood of staying as TAW.

Perceived Organizational Support, Equal Work, and Work Engagement

The answer to the first research question, which aimed to investigate the extent POS and the perception of equal work was associated with the reported level of work engagement among TAWs, showed some significant correlations. Firstly, the result showed a significant moderate positive correlation between POS and work engagement. Schaufeli and Bakker (2004) described how feedback and social support from supervisors and colleagues could promote work engagement among employees, and Eisenberger and Stinglhamber (2011) argued that POS could increase interest among employees in their work – which also increases the level of work engagement. The present study confirms that if one perceives high POS, one tends to report a higher level of work engagement, even if the relationship is moderate.

On a second note, the correlation between the perception of equal work and work engagement showed a significant weak positive correlation between the variables. Meaning that higher levels of perception of equal work are associated with higher levels of work engagement, even if the connection between the two is not strong. Håkansson et al. (2013) argue that TAWs might experience unequal treatment associated with work tasks (e.g., more monotonous, involves more risks, less desirable), however, the result of this study shows that the majority of these TAWs perceive equal work tasks and environment in general - which is positive since previous research has shown that the perception of equal work, for example, could increase TAWs well-being and motivation (De Cuyper et al., 2008). The difference between this and Håkansson et al. (2013) study could depend on many factors and circumstances, one of them being the time difference due to our separate studies (2013 versus 2022). Meaning that many changes might have happened over the last decade, for example, improvements in environmental aspects and working conditions. For example, the Agency Work Act (SFS 2012:854) passed in 2012, and Håkansson et al. (2013) research was published the year after that. Also, the provisions about Organizational and Social Work Environment (AFS 2015:4) were passed in 2015 in Sweden, two years after Håkansson et al. (2013) publication. Meaning that many work environmental improvements have been implemented in the last years. Another factor that could have affected the results of the present study is the global covid-pandemic, which might have resulted in organizations recently improving their support activities for their employees during a time of uncertainty.

Overall, when considering the high levels of POS, it might be logical that the TAWs also perceive their work as equal to others. Rhoades and Eisenberger (2002) mentioned that fairness and/or justice strongly influence POS. Being treated with respect and feeling involved in decision-making concerning the organization increases POS among employees. The perception of equal work in the present study could be related to fairness/justice, and therefore equal work could also be associated with POS, even though this study did not focus on that relationship.

Perceived Organizational Support, Equal Work, Work Engagement, and the Intention to Stay

Our second research question aimed to investigate to what extent POS, the perception

of equal work and work engagement is associated with the intention to stay among the TAWs, which overall showed significant positive correlations – except in one aspect. High levels of POS have been shown to affect how employees engage in their work, are motivated, and care about the well-being of the organization (e.g., Rhoades & Eisenberger, 2002; Saks, 2006). Karim et al. (2019) mean that POS also promotes employees' intention to stay as they are more involved in their jobs, which Schaufeli and Bakker (2004) argue can improve work engagement and reduce turnover intentions. The results of this study show that there are positive correlations between POS, equal work, work engagement, and the intention to stay at the client organization and within the branch.

As stated before, the strongest correlation was found between POS and the intention to stay at the client organization, meaning that high levels of POS is associated with high levels of intention to stay at the client organization – which could be seen as very positive and logical in the sense that we have investigated the TAWs perceived support from the client organization. So, the fact that the TAWs perceived support from the client organization correlates with their intention to stay at the client organization confirms findings from previous research that state that POS increases the intention to stay with the organization (e.g. Bas & Çınar, 2021; Edwards & Peccei, 2010; Huang et al., 2021; Prakosa et al., 2019; Srivastava & Agrawal, 2020; Wang & Wang, 2020). However, the intention to stay was divided into three perspectives (intention to stay at the client organization, intention to stay within the same branch, and the intention to stay as a TAW), and the results showed significant positive correlations between all variables and the intention to stay at the client organization and the same branch, but non-significant correlations with the intention to stay as a TAW. Thus, there must be something other than POS, equal work, and work engagement that affects the TAWs intention to stay on working as a TAW. The results indicate that the form of employment could be a factor that affects this, which will be further discussed in the next section.

Perceived Organizational Support, Equal Work, Work Engagement, Intention to Stay, and the Form of Employment

Overall, the results showed no significant differences between permanent TAWs and

temporary TAWs regarding their POS, reported level of equal work, level of work engagement, and their intention to stay. However, as stated before, there was a significant difference between the forms of employment and the intention to stay as a TAW. Permanent TAWs reported a higher likelihood of staying as a TAW than temporary TAWs. As previous studies point to voluntary or involuntary motives (e.g., Bernasek & Kinnear 1999; Connelly & Gallagher 2004; Ellingson et al., 1998; Marler et al. 2002), other studies show that being a TAW is motivated by receiving a higher income (e.g., Bernasek & Kinnear 1999; DiNatale 2001; Kunda et al. 2002) and because it can lead to standard employment over time (De Jong et al. 2009), to name a few of the motives. Morris and Vekker (2001) argue that the lack of job opportunities and difficulties in getting a permanent job is more of a "forced" motive, leaving the job-seeker with fewer choices. This could mean that the temporary TAWs reported less intention to stay as a TAW in the present study because they might be motivated by some of those involuntary factors named above. Hence, the permanent TAWs might be motivated to stay as a TAW because they want to (for various reasons, e.g., a higher income). Signing an open-ended (permanent) contract could be a motive for actually wanting to be a TAW, but on the other hand, it does not mean that they would not accept standard employment (at the client organization) if offered.

In general, the form of employment does not affect the result as much in the present study. The reported level of POS, work engagement, equal work, and intention to stay (except for the intention to stay as a TAW) were relatively consistent. Eisenberger and Stinglhamber (2011) mentioned that there is a difference between the level of POS depending on how the employees are being treated – as a marginal capital or a human capital. They found that being treated as human capital leads to higher levels of POS, makes employees happier, and work harder and smarter. Furthermore, Eisenberger and Stinglhamber (2011) argue that employees being treated as a marginal capital report lower levels of POS since they are less happy and more stressed, and it can also lead to a lower intention to stay at the organization. This is interesting because both groups (permanent TAWs and temporary TAWs) in this study reported high levels of POS, but the temporary TAWs have a lower intention to stay as a TAW. Meaning either what has been stated before – that they have other motives than permanent TAWs – or that there has something to do with their relationship with the staffing agency. However, nothing can be said about that since we did not include the staffing agency perspective in the present study.

Limitations and Strengths

One of the limitations of the present study is the small sample size ($N = 50$). There was a total response rate of 18.6% (when only taking into count those who opened/read the email), and of those who started filling out the survey (67) there were 13 who did not complete it. The low response rate could partially depend on the fact that the TAWs who got the invitation to participate in the present study right before had to participate in another survey distributed by the staffing agency (recruited for the present study). Some reasons why there were some TAWs who did not complete the survey could be that they might perceive it as too sensitive to answer or that the survey was perceived to be too extensive (it consisted of 43 mandatory questions). Another reason might be that non-native TAWs had trouble understanding the Swedish questions. However, despite a small sample, there was a very even distribution of permanent TAWs (24) and temporary TAWs (26) in the sample, which to some degree increases the representability and internal validity in the comparison between the two groups.

The representability of the sample could be questioned, and one could speculate about who chose to participate and why. The results, indicating mostly high levels of POS, equal work, work engagement, and intention to stay, could indicate that those participating are content with their work situation and might be more engaged to participate. As mentioned early in the present study, POS is associated with the norm of reciprocity, thus the respondents might have reciprocated toward their client organization by participating. Furthermore, those who are content with their work situation might not perceive the questions as sensitive as others who feel unsatisfied with their work situation. However, the data was skewed, and some participants reported much lower values than the majority. Due to this, and due to the small sample size, non-parametric tests were used to be able to include all values in the data set because they were still seen as valid and plausible responses. However, one might still question if the population truly is distributed like this, and a higher response rate might be needed to determine this. The high reported values could also lead to overestimating the actual level of POS, equal work, work engagement, and intention to stay at the TAWs client organization. Even though the representability and the distribution of the sample could be questioned, a strength of the present study is the focused and limited selection of participants (i.e., TAWs working within production & manufacturing or warehouse & logistics). Generalizations beyond this chosen population should however be made with caution.

Another limitation is regarding the study design. Since a cross-sectional survey was used to answer the research questions, no causal inferences could be made. Previous studies also point to this problem and suggest more longitudinal studies in the future (e.g., Giunchi et al., 2015; Imhof & Andresen, 2017; Lopes et al., 2019). However, it could be hard to conduct a longitudinal study on temporary TAWs since their form of employment in Sweden is not allowed to exceed a total period of two years according to the Employment Protection Act (1982:80). But it might be fruitful to conduct longitudinal studies on permanent TAWs since their form of employment is open-ended and could continue for a longer period of time.

The choice to use a web-based survey was partially based on convenience, simplicity, and the possibility of reaching out to a large number of possible respondents. However, it can be hard to get people to respond, which is evident in the present study. Another strength in the present study is due to the use of well-tested and valid measurements - the Survey of Perceived Organizational Support (SPOS) by Eisenberger et al. (1986) and the Utrecht Work Engagement Scale (UWES-9) by Schaufeli and Bakker (2004) - the reliability of the study increases. The measurement for the perception of equal work and the intention to stay was constructed and customized for the present study, thus they are not previously tested. However, the measurement for the perception of equal work showed a high internal consistency, indicating good reliability. Furthermore, it could be seen as a strength that the intention to stay was measured in three different perspectives, which made it possible to distinguish differences in the intention to stay at the client organization, branch or as a TAW.

Practical Implications and Future Research

The results of this study show that POS could be important for and have positive effects on the employees' work engagement and their intention to stay (at client organization), which means that it is essential that organizations focus on giving their employees, both permanent and temporary employees, the support they need. When it comes to TAWs, it could be essential to focus on giving them equal opportunities and treatment compared to their standard employees, especially since it has been found to be a problem according to Håkansson et al. (2013) and since the results in the present study show that equal work correlates positively with work engagement and the intention to stay.

Previous studies have shown that high levels of POS can increase employees' well-being at work (e.g., Imhof & Andresen, 2017; Lopes et al., 2019), and since this study did not aim to investigate the TAWs well-being as an outcome, no conclusions can be drawn. Hence, it would be interesting to examine correlations between the TAWs intention to stay and their well-being in relation to their staffing agency since the temporary TAWs reported a lower likelihood to stay as a TAW than their intention to stay within the branch or at the client organization. It was also brought up earlier how motives can affect job-seekers acceptance of temporary employment (such as TAW), it would be interesting to include this perspective in future research and investigate what motives they have for being TAWs. Perhaps their motives vary independently whether they report high levels of POS and work engagement, and whether to what extent their motives have had any effects on their intention to stay, or not to stay, as a TAW. Apart from motives, personality traits could also affect the choice of being a TAW, the intention to stay, work engagement, and how they perceive organizational support and equal work. Hence it could be relevant to include this perspective in future research.

Since one of the limitations of the present study was the small sample size, it would also be interesting for future research to use a larger sample to be able to compare how well the sample of the present study matches the population. Furthermore, as mentioned in the method section, we used interviews to test the main questions in the survey. The interviews are not a part of the results in this study, but the indications we got during the interviews regarding POS and equal work differed to some extent from the results from the survey, thus it would be interesting to use mixed-methods for future research to compare the results from the different methods.

Conclusions

The present study shows that temporary agency workers (TAWs) within the industrial area (manufacturing & production, and warehouse & logistics) has a high level of perceived organizational support (POS) and perception of equal work at their organizations, which is associated with their work engagement. Furthermore, this is associated with their intention to stay at their client organization and within the same branch. However, there was a significant difference in the intention to stay as a TAW depending on the form of employment among the

participants. Permanent TAWs with open-ended contracts reported a higher likelihood of staying as a TAW compared to temporary TAWs with fixed-term contracts. The results in the present study confirm findings in previous research that say that POS increases employees' work engagement and their intention to stay. The results also correspond with previous research stating that work engagement correlates to the intention to stay, among employees overall. Thus, it could highlight the importance for client organizations to increase and/or maintain POS among their employees (both TAWs and standard employees). However, there could be other factors or motives, besides from POS, that affect TAWs work engagement and intention to stay. Mainly, this study provides additional knowledge about the relationship between POS, work engagement, and TAWs – a research area that needs further investigation. Finally, because of the limitations in the present study, the results should be interpreted with some caution.

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Appendices

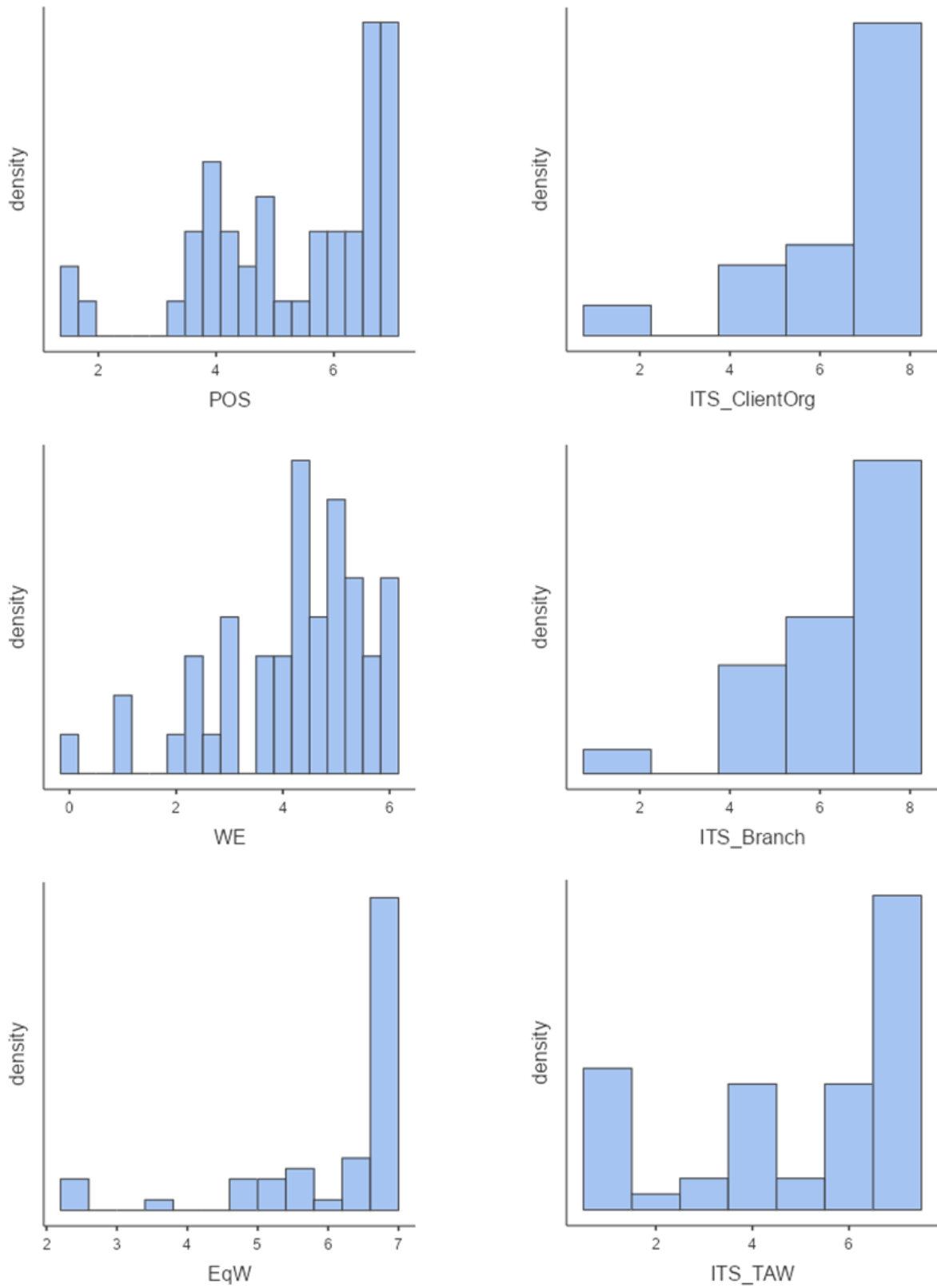
Table 4

Descriptive statistics for all variables, including statistics for skewness and kurtosis, indicating that some of the data is left skewed and leptokurtic.

	N	Min.	Max.	M	SD	Skewness	SE	Kurtosis	SE
POS	50	1.56	7.00	5.33	1.51	-0.80	.337	-0.09	.662
WE	50	0.00	6.00	4.20	1.42	-1.00	.337	0.75	.662
EqW	50	2.20	7.00	6.25	1.26	-2.00	.337	3.53	.662
ITS Client	50	1.00	7.00	6.12	1.57	-2.27	.337	4.89	.662
ITS Branch	50	1.00	7.00	6.08	1.38	-2.22	.337	5.74	.662
ITS TAW	50	1.00	7.00	4.94	2.29	-0.73	.337	-0.97	.662
Valid N (listwise)	50								

Figure 1

Histograms for checking normality assumption, indicating skewness for some variables.



Appendix A

Web based survey compiled using Google Forms.

Arbetsmiljön hos ditt kundföretag

Vi är väldigt tacksamma om du har 5 minuter till att svara på denna helt anonyma enkät om arbetsmiljön hos ditt kundföretag.

/Elin & Emma

Studenter vid Lunds universitet

Allmän information om enkäten (frivilligt att läsa):

Denna enkät riktar sig till dig som är konsult hos *Bemanningsföretaget* och som har en visstids- eller tillsvidareanställning med ett pågående uppdrag som industriarbetare, antingen inom produktion & tillverkning eller lager & logistik. Syftet med enkäten är att undersöka hur du upplever dina arbetsuppgifter, ditt organisatoriska stöd på ditt kundföretag och ditt engagemang i arbetet. Frågorna handlar om dina upplevelser på det kundföretag du arbetar hos och inte dina upplevelser av *Bemanningsföretaget*.

Du är helt anonym i undersökningen, vilket betyder att ingen personlig information om dig kommer att sparas (exempelvis mejladress eller personnummer), och det kommer inte att gå att se vilka svar som är dina. Enkäten tar ungefär 5-10 minuter att svara på och den är uppdelad i sex avsnitt totalt. Alla frågor förutom skrivfrågorna är obligatoriska.

Undersökning är ett studieprojekt av oss; Emma Bergman och Elin Nordström, och vi är masterstudenter inom personalvetenskap och arbetspsykologi på Lunds universitet. Det är bara vi som skapat enkätfrågorna och vi som samlar in svaren och det är även bara vi som kommer att hantera och analysera svaren. Resultatet kommer vi att presentera i en rapport och redovisa för Lunds universitet. Rapporten kommer även att presenteras för *Bemanningsföretaget* och den kommer inte att identifiera enskilda konsulter.

Har du några frågor eller funderingar kring enkäten eller studien är du välkommen att kontakta oss:

* = *obligatorisk (mandatory)*

Inledande frågor

I detta avsnitt får du svara på frågor om dig och din anställning.

1. När är du född? *
 - 1935–2010 (välj inom intervallet)
2. Vilken könstillhörighet har du? *
 - Kvinna
 - Man

- Annat / Vill inte ange
3. Vilken anställningsform har du hos *bemanningsföretaget*? *
- Tillsvidareanställd
 - Visstidsanställd
 - Behov-/timanställd
4. Hur mycket arbetar du? *
- Heltid
 - Deltid
 - Timmar
5. Vilka arbetstider jobbar du nu? *
- Dagtid
 - Ständig förmiddag
 - Ständig eftermiddag
 - 2-skift
 - 3-skift
 - 4-skift
 - 5-skift
 - Övrigt
6. Hur länge har du varit anställd hos *bemanningsföretaget*? *
- 1-3 månader
 - 4-6 månader
 - 7-11 månader
 - 1-2 år
 - 3-4 år
 - 5-6 år
 - 7-8 år
 - 9-10 år
 - 11+ år
7. Hur många uppdrag har du haft under din anställningstid hos *bemanningsföretaget*? *
- 1
 - 2
 - 3
 - 4
 - 5
 - 6
 - 7
 - 8
 - 9
 - 10+

8. Vilket område jobbar du inom? *

- Produktion & Tillverkning
- Lager & Logistik

9. Hur länge har du varit på ditt nuvarande uppdrag? *

- Mindre än en månad
- 1-2 månader
- 3-4 månader
- 5-6 månader
- 7-8 månader
- 9-10 månader
- 11 månader
- 1-2 år
- 3-4 år
- 5-6 år
- 7-8 år
- 9-10 år
- 11+ år

10. Vilken företagslogga har du på dina arbetskläder? *

- *Bemanningsföretagets* logga
- *Kundföretagets* logga

Upplevt lika arbete

Här får du svara på frågor om dina arbetsuppgifter på kundföretaget (besvaras genom en Likert-skala 1-7, 1 = Stämmer inte alls, 7 = Stämmer helt).

11. Hos mitt nuvarande kundföretag upplever jag att mina arbetsuppgifter är mer riskfyllda jämfört med deras ordinarie personal *

12. Hos mitt nuvarande kundföretag upplever jag att mina arbetsuppgifter är mindre eftertraktade jämfört med deras ordinarie personal *

13. Hos mitt nuvarande kundföretag upplever jag att jag utför mina arbetsuppgifter mer individuellt jämfört med deras ordinarie personal *

14. Hos mitt nuvarande kundföretag upplever jag att mina arbetsuppgifter är mer enformiga jämfört med deras ordinarie personal *

15. Hos mitt nuvarande kundföretag upplever jag att jag får utföra samma arbetsuppgifter som deras ordinarie personal *

16. Vill du berätta något mer om detta? (frivilligt)

Upplevt organisatoriskt stöd

I denna del svarar du på frågor om hur du upplever det organisatoriska stödet från ditt kundföretag (besvaras genom en Likert-skala 1-7, 1 = Håller inte alls med, 7 = Håller helt med)

17. Kundföretaget jag arbetar hos värdesätter det jag bidrar med till deras framgång *
18. Om kundföretaget jag arbetar hos har möjlighet att ersätta mig med en person med lägre lön så kommer de att göra det *
19. Kundföretaget jag arbetar hos visar ingen uppskattning om jag gör en extra ansträngning *
20. Kundföretaget jag arbetar hos bryr sig mycket om mina mål och värderingar *
21. Om jag klagat på något så skulle kundföretaget jag arbetar hos ignorera mig *
22. Kundföretaget jag arbetar hos bryr sig inte om mina intressen när de fattar beslut som påverkar mig *
23. Kundföretaget jag arbetar hos hjälper mig om jag får något problem *
24. Kundföretaget jag arbetar hos bryr sig verkligen om hur jag mår *
25. Även om jag gör mitt allra bästa så skulle kundföretaget jag arbetar hos inte lägga märke till det *
26. Kundföretaget jag arbetar hos vill hjälpa mig om jag behöver en speciell tjänst *
27. Kundföretaget jag arbetar hos bryr sig om min generella tillfredsställelse på jobbet *
28. Om kundföretaget jag arbetar hos fick möjligheten att utnyttja mig så skulle de göra det *
29. Kundföretaget jag arbetar hos bryr sig väldigt lite om mig *
30. Kundföretaget jag arbetar hos bryr sig om mina åsikter *
31. Kundföretaget jag arbetar hos är stolt över min prestation på jobbet *
32. Kundföretaget jag arbetar hos försöker göra mitt arbete så intressant som möjligt *
33. Vill du berätta något mer om detta? (frivilligt)

Upplevt arbetsengagemang

I denna del svarar du på frågor om hur du upplever ditt engagemang på arbetet

(besvaras genom en Likert skala 1-7: 1 = aldrig, 2 = nästan aldrig (några gånger om året eller mindre), 3 = sällan (1 gång/månad eller mindre), 4 = ibland (några gånger i månaden), 5 = ofta (en gång i veckan), 6 = mycket ofta (några gånger i veckan), 7 = alltid (varje dag)).

- 34. Jag är full av energi på jobbet *
- 35. På jobbet känner jag mig stark och energisk *
- 36. Jag känner mig entusiastisk inför mitt jobb *
- 37. Mitt arbete inspirerar mig *
- 38. När jag vaknar på morgonen så känner jag för att gå till jobbet *
- 39. Jag känner mig lycklig när jag arbetar hårt/intensivt *
- 40. Jag är stolt över det arbete jag gör *
- 41. Jag rycks med när jag arbetar *
- 42. Jag är uppslukad av mitt arbete *
- 43. Vill du berätta något mer om detta? (frivilligt)

Några avslutande frågor

Här får du svara på frågor om din framtid (besvaras genom en Likert-skala 1-7, 1 = Stämmer inte alls, 7 = stämmer helt).

- 44. Om inget oväntat händer, så skulle jag vilja jobba kvar hos mitt nuvarande kundföretag om två år *
- 45. Jag skulle vilja jobba kvar inom samma bransch om två år *
- 46. Om inget förändras, så skulle jag vilja fortsätta arbeta som bemanningskonsult om två år *
- 47. Vill du berätta något mer om detta? (frivilligt)