

Employee Commitment: Full-time vs. Temporary and Impact to Bottom Line

Michelle Jack, Master of Arts Candidate

Human Dimensions of Organizations, The University of Texas at Austin

Introduction

- Organizations
 - Choose to hire temporary employees vs. full-time
 - Want committed employees
 - Want to be more profitable
- Temporary Employees
 - Want full-time employment
 - Want path to opportunities and more pay
 - Want some flexibility
- Supervisors/managers
 - Want committed well trained employees
 - Want HR enhanced support



Results

- HR Practices
 - No time off benefits for temporary employees
 - Treatment of employees similar with exception of absenteeism for temporary employees
 - No clear path to full-time employment even though primary reason is funnel for full-time employees
 - No clear path to opportunities to make more money
- Training
 - Training is minimal and not physical
 - No difference between temporary and full-time employees
- Flexibility
 - Organizations choose temporary employees for flexibility
 - Organizations do not track absenteeism of temporary employees
- Profitability
 - Organizations do not track absenteeism
 - Turnover for temporary employees vs. full-time is 200% to 400% higher for temporary employees vs. full-time employees

Method

- Perform qualitative research with seven manufacturers
- Interview supervisors and managers from one manufacturing organization
- Experience working in a manufacturing organization
- Compare organization commitment to employee commitment
 - How organizations show commitment
 - Evidence on differences of commitment of temporary vs. full time employees
 - How employees show commitment
 - Benefits of having a committed workforce

Conclusion

Enhanced HR Services



Flexibility



Align training with type of work



Be real about costs when using temporary workers



Literature Cited

Akerlof, G., & Kranton, R. (2005). Identity and the Economics of Organizations. *The Journal of Economic Perspectives*, 19(1), 9-32.

Chambel, M. J., Castanheira, F., & Sobral, F. (2016). Temporary agency versus permanent workers: A multigroup analysis of human resource management, work engagement and organizational commitment. *Economic and Industrial Democracy*, 37(4), 665-689.

Fisher, Sandra L. and Connelly, Catherine E., 2017, Lower Cost or Just Lower Value? Modeling the Organization Costs and Benefits of Contingent Work, *Academy of Management Discoveries* 3:2, 165-186

Woldman, N., Wesselink, R., Runhaar, P. & Mulder, M. (2018) Supporting temporary agency workers' affective commitments: exploring the role of opportunities for competence development, *Human Resource Development International*, 21:3, 254-275.

Acknowledgements

- Ken Jack – My husband, for reading all of my “fascinating papers”
- Art Markman – Teaching me that to change, you must look at all factors including the environment and they way people perceive change
- Clay Spinuzzi – How to persuade using Ethos, Logos and Pathos
- Caryn Carlson – Keeping me focus and letting me color outside of the lines.
- 2018 HDO Cohort – Helping me see beyond my surroundings
- My family and friends for participating in my surveys and letting me practice what I learned

Further Information

Michelle Jack – email: michelle.jack2004@gmail.com