

A STUDY OF BUSINESSES AND TEMPORARY
EMPLOYMENT SERVICES IN
SELECTED COLLEGE
TOWNS

By

ELLA RENEE GANN

Bachelor of Science

Oklahoma State University

Stillwater, Oklahoma

1979

Submitted to the Faculty of the
Graduate College of the
Oklahoma State University
in partial fulfillment of
the requirements for
the Degree of
MASTER OF SCIENCE
May, 1981

Thesis
1981
G-198s
cop. 2

Name: Ella Renee Gann

Date of Degree: May, 1981

Institution: Oklahoma State University

Location: Stillwater, Oklahoma

Title of Study: A STUDY OF BUSINESSES AND TEMPORARY
EMPLOYMENT SERVICES IN SELECTED COLLEGE
TOWNS

Pages in Study: 44

Candidate for Degree of
Master of Science

Major Field: Occupational and Adult Education

Scope and Method of Study: This thesis focused on determining characteristics of temporary employees in selected college towns. Businesses, temporary employment services, and employment agencies in eight selected college towns were surveyed. Anticipated objectives of this study were to identify some characteristics of temporary employees in selected college communities. It was also intended to reveal what businesses as well as temporary employment services think the advantages and disadvantages of using temporary employees. From the results, some insight may be gained as to why temporary employment services do or do not serve selected college towns.

Findings and Conclusions: Findings revealed that technical temporary employees were hired full-time more often than clerical, manual labor, or assembly line temporary employees. Analysis of the data indicated that generally businesses and temporary employment services had the same concepts of the advantages and disadvantages of using temporary employees as part of the work force. The findings also indicated that there was a strong correlation between the size of the business and whether temporary employees were utilized as part of the work force.

ADVISER'S APPROVAL

Linda M. Vincent

1084877



A STUDY OF BUSINESSES AND TEMPORARY
EMPLOYMENT SERVICES IN
SELECTED COLLEGE
TOWNS

Thesis Approved:

Linda M. Vincent

Thesis Adviser

Hayne B. James

Ernie W. Suggs

Norman N. Durham

Dean of Graduate College

ACKNOWLEDGMENTS

Appreciation is extended to all individuals who have guided this study. A special appreciation goes to my major advisor, Dr. Linda Vincent, for her input, time and freedom that allowed me to complete this study with a feeling of personal success and accomplishment. Sincere appreciation is also extended to Dr. Wayne James and Dr. Cecil Dugger, without whose support and aid this study would not have been completed.

Vickie Hoge, a special friend, deserves a very special thank you for her understanding and support in this endeavor.

Finally, I would like to express my love and sincere thanks to my parents, Joe and Jody Gann, for their support and encouragement through each stage of this study. A deep and special appreciation is also extended to Gary Nickell for his generous assistance and patience in this timely venture.

TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION	1
Statement of Problem	2
Purpose of the Study	2
Need for the Study	3
Limitations	4
Definition of Terms	4
Organization of the Study	5
II. REVIEW OF THE LITERATURE	6
Summary	11
III. METHODOLOGY	13
Introduction	13
Development of the Instrument	13
Selection of Subjects	14
Analysis of the Data	14
IV. RESULTS	15
Data Gathering Techniques	15
Data Summary	16
Results of the Agencies	18
Results of Temporary Employment Services and Businesses	19
Comparison of Results of Businesses and Services	25
Summary	26
V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	27
Conclusions	28
Recommendations	29
A SELECTED BIBLIOGRAPHY	31
APPENDIX A - QUESTIONNAIRE DEVELOPMENT CONSULTANTS	33
APPENDIX B - COVER LETTERS AND QUESTIONNAIRE TO BUSINESSES	35

APPENDIX C - COVER LETTERS AND QUESTIONNAIRE TO
AGENCIES/SERVICES 40

LIST OF TABLES

Table	Page
I. Mean Scores of Characterizing Factors of Temporary Employees by Responding Groups . .	21
II. Mean Rankings of Respondents' Perceptions of Advantages of Using Temporary Employment Services.	23
III. Mean Rankings of Respondents' Perceptions of Disadvantages of Using Temporary Employment Services.	24

FIGURE

Figure	Page
1. Location of Isolated College Towns Surveyed . . .	17

CHAPTER I

INTRODUCTION

Temporary employment services are a flourishing business. Since 1965, the number of temporary employees has grown over three times faster than overall employment. Today the temporary employment business has an estimated work force of over two million ("Temps," 1980). Clearly temporary employment services are a prospering business to keep abreast with the needs of industry, as well as providing those men and women choosing to work part-time with an outlet to meet their needs. Over one-third of the growth in the employment of women during recent years has been in part-time work (Long, 1980). Many retired persons are also re-entering the business world as temporary employees to offset the high cost of living. People in the 70 year plus bracket are discovering that age is not a barrier to their being productive workers. In fact, they are needed to meet the increasing demands for temporary employees ("Employees Prefer," 1979). As business and industry continues to grow and prosper, there is going to be an increasing need for temporary employment services. Therefore, it is important for temporary employment services to understand what types

of employees that businesses most often utilize. As a result, temporary employment services can better prepare themselves to meet future needs of business and industry. However, businesses in different demographic areas may require different types of needs than businesses in other areas. Therefore, this study was concerned with only one specific demographic area: midwestern isolated college towns. Information was gained in three general areas: (1) current status of temporary employment services in midwestern isolated college towns. (2) characteristics of temporary employees in the same towns (3) businesses and temporary employment services perceptions of advantages and disadvantages of businesses using temporary employees. It was also hoped that the information gained from this study could be used by temporary employment services looking at the feasibility of providing a temporary employment service to midwestern isolated college towns.

Statement of Problem

The problem with which this study dealt was the lack of knowledge relative to characteristics of temporary employees, temporary employment services, and businesses in isolated midwestern college towns.

Purpose of the Study

The purpose of this study was to determine general characteristics of temporary employees, temporary employment

services, and businesses in isolated midwestern college communities. To accomplish these goals, the following objectives were established: (1) to randomly select businesses and industries in two separate isolated college towns in Texas, Oklahoma, Kansas, and Colorado making a total of eight towns surveyed. Also surveyed were all of the privately owned employment agencies and temporary employment services in the identical eight isolated college communities. (2) from the survey responses, certain characteristics could be determined about businesses who are served by temporary employment services as well as temporary employees. It is also hoped that businesses as well as temporary employment services can gain some insight into what each organization perceives of temporary employees.

Need for the Study

Limited research has been conducted in determining characteristics of businesses and temporary employees in isolated midwestern college towns. Little attempt has been made to investigate how businesses' perceptions of the advantages and disadvantages of using temporary employees compare with temporary employment services' perceptions of advantages and disadvantages. As a result of this study, it was hoped that an awareness of each organizations' perceptions or misperceptions could in the future help their working relationship in isolated midwestern college towns.

Limitations

The following were limitations or constraints of this study:

1. The data gathered was limited to midwestern towns in Greeley and Fort Collins, Colorado; Emporia and Manhattan, Kansas; Ada and Stillwater, Oklahoma; and Killeen and College Station, Texas.
2. The resources from which the sample was obtained. The resources were limited to information provided by each towns' Chamber of Commerce and the local telephone directory.
3. Limitations inherent in the questionnaire technique.
4. The limited responses from the survey.

Definition of Terms

Temporary Employment Services - (TES) Organizations, also referred to as Temporary Help Services, that specialize in supplying business and industry with a variety of skilled part-time help. Temporary employment services put qualified applicants on their payroll. In turn, temporary employment services charge the organizations' requesting the employee a fee. The applicants are therefore paid by the temporary employment service and not the organization for whom they work.

Employment Agency - Organizations that supply businesses with full-time employees (40 or more hours a week). The employment agency often charges a fee for finding the applicant a job.

Full-service Employment Agency - Organizations that provide not only the services of an employment agency, but also the services of a temporary employment service.

Isolated College Towns - Towns in which a college is housed, located over 50 miles from a metropolitan area with a population of over 300,000.

Organization of the Study

Chapter I introduces the study, presenting the problem, purpose, need, limitations, and definition of the terms used in this study. Chapter II includes a review of related literature concerning temporary employment services in general, in what capacity temporary employment services are used and how businesses may use temporary personnel services in the future. Chapter III reports the procedures including the selection of towns, development of the instrument, and analysis of the data. Chapter IV presents the findings of the study while Chapter V contains suggestions, conclusions, and recommendations.

CHAPTER II

REVIEW OF THE LITERATURE

With the shortage of skilled office workers, many businesses and industries are relying more and more on temporary employees to fill vacant positions. A growing number of employers, eager to take on mature and often experienced workers, are making their work tasks and hours more flexible to utilize more working people (Tavernier, 1979). Users of temporary employees range from one-person offices to multinational corporations (Scott, 1974). In fact, several American temporary employment services have expanded their operations to France where 1% of their work force is comprised of temporary workers as well as to England and other foreign markets (Howard, 1974). Because few businesses today are sufficiently prepared to handle every situation, the employers are at a disadvantage when unexpected events do occur. Solutions are often costly in terms of time and money. An obvious solution to any emergency is temporary help (Paul, 1979). However, temporary help is not limited to emergency situations. For example, First National Bank of Boston, Massachusetts, is one of the larger firms realizing the benefits of using temporary help. As a result, the bank actively seeks temporary help and tries to get tem-

porary employees to stay as long as possible ("Temps," 1980). By using temporary help, this lending institution can: (1) be more competitive by operating at unusual times and longer hours, (2) be more cost efficient by saving benefit costs on part-time employees, (3) be more cost efficient by being more productive, and (4) fulfill manpower needs by providing a large pool of candidates.

The pharmaceutical industry is also taking advantage of temporary help in the detailed work of product promotions. The advantages for the pharmaceutical industry have been more than fiscal. The temporary employees' frankness and experience are two characteristics that they feel are conducive to a good working environment ("Drug Marketers," 1978).

In a Georgetown study, it was noted that one reason for the part-time surge in industry is due to the need to incorporate the growing numbers of women, students, and senior citizens into the work force. Some large corporations such as Xerox, Connecticut General Life Insurance, and Eastman Kodak now consider permanent part-timers as priority employees (Graham, 1979).

Although the majority of temporary help is utilized in a clerical/secretarial capacity (about 70%), more and more temporary help firms are changing their services to match the changing work demands brought on by new office applications and technologies. For example, the wide use of computers has created a vast demand for temporary help. According to Industry Week (1980), at least two temporary

have realized this demand; and therefore, they are moving from unskilled work toward semi-skilled blue collar work. Richard P. Essey suggests that this trend toward more sophisticated use of temporaries will increase the demand for temporary help ("Efficient Use," 1972).

As a result of these actions, working part-time has become more respectable and accepted, and such workers are proving to be a reliable segment of the work force. In fact, temporary workers comprise 7% of the office workers and 2% of the total work force. In a recent survey, and estimated 167,000 persons who indicated that they were seeking full-time jobs also said that they wanted to work fewer than 35 hours a week (Bednarzik, 1978). Ironically, these are the very characteristics that temporary agencies are looking for in their applicants.

According to a recent survey by Dartnell Institute of Business Research, there is a vast array of people wanting to work part-time. The people who are willing to fill temporary positions are working wives, high school students, college students, and retirees. Working mothers seem to comprise the biggest segment of the permanent part-time force ("Businesses Using,") In fact, part-time women workers outnumber full-time workers 3 to 1. Consequently, moonlighters and mothers wanting to augment the family income are being well utilized in jobs that have been plagued with absenteeism and turnover.

Temporary workers, especially women, note that the main

advantages to temporary work are: (1) flexible work schedule, (2) freedom to choose job locations, and (3) the opportunity to re-enter the job market and gain new skills ("Temps," 1980). To the majority of the temporary workers, these advantages outweigh the advantages of working full-time.

In a similiar vein, there are also a number of advantages to business using temporary or part-time workers. Wainwright (1979) suggests that some of these advantages include: (1) providing an overlap of employees during busy times and having competent coverage during holidays or sickness, (2) easier recruitment from men and women who want part time work, (3) larger total group of employees from which individuals can be promoted, and businesses are not required to pay part-time employees fringe benefits or vacation pay. Since fringe benefits are becoming such an expense, it is actually advantageous to the employer to use temporary help because of their flexibility and cost control benefits ("Temporary Help," 1979). Another advantage to using temporary workers is to improve morale and higher productivity among the full time employees. For example, even the most conscientious employee dislikes being overworked. The possibilities of errors and omissions increases as the work load becomes heavier. However, when temporary employees are hired this reduced the work load for full-time employees ("Fighting, 1979). The full-time employees also feel a sense of importance when their organization offers to provide them

with help when the work load is extremely heavy. Temporary employees can also expose a company to new ideas while reassessing the practicality and feasibility of many rules and policies imposed on the employees (Menkus, 1973). Another advantage which is often debated concerns the efficiency of temporary employees. Temporary employment services contend that temporary employees are more efficient than full-time employees because they are not close friends with anyone in the office; therefore, the temporary employees are less likely to spend their time socializing or "goofing off" (Thompson, 1974). Probably the biggest advantage to using temporary employees is that the temporary help firm is responsible for payroll, bookkeeping, and tax deductions for the employees they send to industry to work. The temporary service is also responsible for the interviewing screening, and recruiting of applicants ("Office Help," 1975). Therefore, even though the hourly wage of the temporary employee is probably more than for a full time employee, the overall cost of the temporary employee will be cheaper.

Clearly, temporary employment services are taking on a new image by serving business in capacities as never before. Although, temporary services will always continue fulfill emergency needs, they are now becoming more involved in serving businesses exact needs. For example, temporary employment services are becoming involved in monthly staff meetings of businesses to become aware of the time of the

month or week that their services will be utilized the greatest.

Although temporary help is not for all companies all of the time, they do provide a valuable service at peak times and in emergency situations. One word of caution should be noted when choosing a temporary service. Since there are many fly-by-night temporary employment services, certain factors such as quality and reputation of the service should be considered ("Tackle Problems," 1978). Kutka (1978) advises that the old adage "You only get what you pay for" should be remembered when choosing a temporary service.

Summary

It appears that temporary employment services are a prosperous business. Not only do temporary employment services provide business with temporary employees, but they also provide jobs for those not wanting to work full time.

Temporary employment services are realizing that more and more people are wanting to work temporary. Various explanations have been given for the increased amount reasons are given by people wanting to work temporary. Some of the reasons include working temporary to offset the high cost of living while others believe that working temporary enables a worker to improve skills that have not been used in a while.

Many companies are needing more and more specialized and technically trained employees. As a result of this

need, work working temporary has become more respectable and; therefore, has attracted people with these specialized skills.

Although there are advantages and disadvantages to working temporary, most temporary employees believe that the advantages of working temporary outweigh the disadvantages. There are also many advantages to business using temporary employees. Although some of the advantages are debatable, many appear to be very legitimate reasons for using temporary help.

From this literature review, it appears that with the flexibility that people want and business demands today, temporary employment services can service an important function in today's society.

CHAPTER III

METHODOLOGY

Introduction

The purpose of this study was to determine general characteristics of temporary employees, temporary employment services, and businesses who utilize temporary employees in isolated college communities. The findings gathered from this study could then be used to possibly improve working relations between temporary employment services and businesses in isolated midwestern college towns.

Development of the Instrument

The instruments used in this survey were two similar questionnaires. One questionnaire was sent to personnel managers of businesses and industries in isolated midwestern college towns. Another similar questionnaire was sent to general managers of temporary employment services as well as employment agencies in the same isolated college towns. Both questionnaires consisted of a variety of questions concerning temporary employees. Questions were constructed from information that was gathered from personal interviews with professionals in the temporary employment services business. The initial questionnaires were also field tested

for clarity and content using individuals in business and employees of temporary employment services as a check for validity. For a complete list of individuals used in pilot testing this questionnaire, see Appendix A.

Selection of Subjects

The selected towns surveyed were limited to a four-state area. A stratified-random sample was used to select the 13 businesses in each of the eight towns. However, due to the small number of agencies and services in each town, the entire population of both agencies and services in each of the eight college towns were surveyed.

The towns were separated into two groups according to demographics. One group of towns consisted of Fort Collins, Colorado; Manhattan, Kansas; Stillwater, Oklahoma, and College Station, Texas. A land grant college is located in each of these towns (See Figure 1). The locations of the other group of towns included Greeley, Colorado; Emporia, Kansas; Ada, Oklahoma; and Killeen, Texas. All eight towns were isolated from large metropolitan areas, and every town within each group had similar demographics such as population and distance from a large metropolitan area.

Analysis of the Data

The data were compiled from the usable mailed questionnaires and was analyzed by use of a frequency count. A t-test was also performed on data requiring a comparison of two means.

CHAPTER IV

RESULTS

The findings of this study are presented into five sections. The first section describes the data gathering techniques while the second section describes the results of those employment agencies (agencies) who responded to the questionnaire. Responses of the temporary employment services (services) and businesses are described in the third section. Finally, the fourth section compares were reported by businesses. Finally, the fifth section compares the responses of temporary employment services with those businesses.

Data Gathering Techniques

The purpose of this study was to identify general characteristics of temporary employees and businesses in isolated college towns. A questionnaire was developed and on February 2, 1981 was mailed with a cover letter to the personnel manager of 104 businesses. See Appendix B for a copy of the questionnaire and cover letters. On this same date, a similiar questionnaire and cover letter was mailed to general managers of employment agencies and temporary employment services in the eight selected towns. Appendix C con-

tains copies of the questionnaire and cover letters. Agencies as well as services were sent questionnaires because an employment agency is considered by some to denote full-service agency which serves business in a temporary employment service capacity as well as in an employment agency capacity. employment agency as well as an employment agency.

The names of the businesses were obtained from information provided by each town's Chamber of Commerce and the local telephone directory. The names of the agencies and services were also secured from the local telephone directory.

After three (3) weeks, a second set of questionnaires and cover letters was mailed to those businesses, agencies, and services that had not returned the questionnaire in the allocated amount of time. The second survey was to be returned by March 12, 1981. The final return rate for the agencies and services was 56% or 8 usable questionnaires. The return rate for businesses was 47% or 45 usable questionnaires.

Data Summary

The location of the eight isolated college towns surveyed are illustrated in Figure 1. Of the eight towns surveyed, College Station, Texas, Stillwater and Ada, Oklahoma, were unique because from the surveys received no temporary employment services were located in those particular communities.

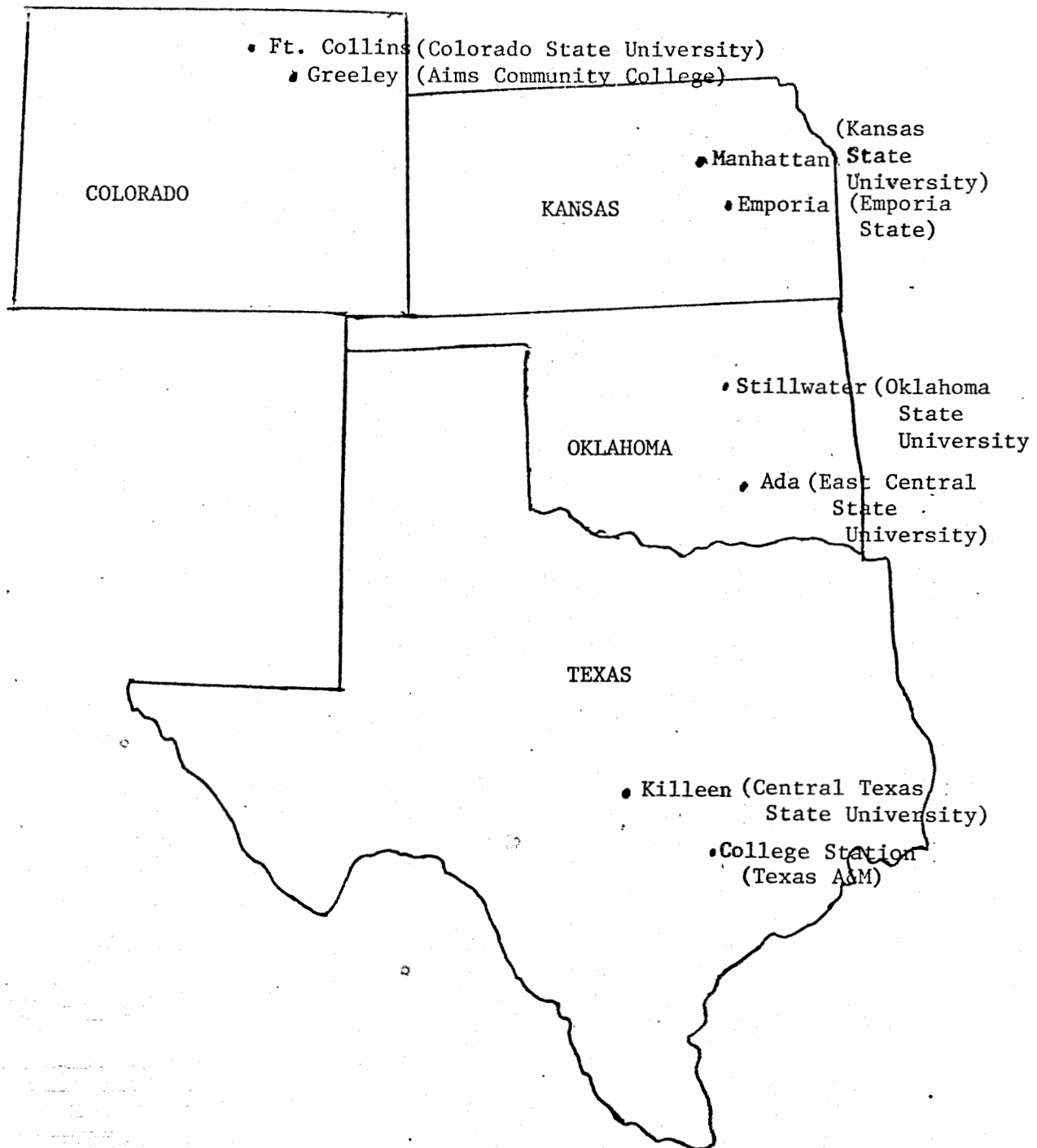


Figure 1. Locations of Selected College Towns Surveyed

Results of the Agencies

Of the 56 percent of temporary employment service and employment agencies who responded, only 34% or 6 usable questionnaires were received from employment agencies. Fifty percent or nine usable questionnaires were returned by temporary employment services and 16% or 3 questionnaires returned were not usable for analytical purposes. Of the 34% of questionnaires received by employment agencies, 80% had been in business less than 6 years. Eighty percent also said that they had over 70 applicants that were presently available for full-time work. However, 60% reported that they only placed between 16-25 applicants a month. Therefore, at least 64% of the applicants looking for work were unable to be placed. Only one-fifth of the agencies reported that they were planning on adding a temporary personnel service to their already established employment agency. The main reason given by agencies for adding a temporary employment service was the need for a service. Various reasons were given by agencies for not adding a temporary service. The most common reasons were that most people, even in college towns were looking for full time work or wanting to work as much time (40 hours/week) as permanent employees. Other reasons cited were that the agencies had all the business that they could handle, and that they were simply too busy.

Results of Temporary Employment Services
and Businesses

The results reported were based on 50% or 9 returned usable questionnaires returned by temporary employment services. The towns which represented the majority of the responses were Manhattan, Kansas; Greeley and Fort Collins, Colorado. It should also be noted that there were no responses from temporary employment services from College Station, Texas, Stillwater or Ada, Oklahoma.

Of the temporary employment services responding to the questionnaire, 28% reported that they had over 80 active applicants available for temporary work. Fifty percent of the respondents reported that they placed between 10-20 applicants a month. Only 12% of those responding cited that they placed between 91-100 applicants a month. The most frequently reported position that temporary employment services fill was in the clerical field (87%). Although the temporary employment services surveyed were located in isolated college towns, the results from the temporary employment services identified housewives as comprising the majority of the applicants looking for temporary work.

All eight of the towns surveyed were represented in the 46% or 43 returned usable questionnaires. Manhattan, Kansas responded with the greatest number of usable questionnaires. From the random sample, the manufacturing industry comprised the majority (53%) of the businesses who responded.

The median number of employees per industry surveyed in

isolated college towns was 100. Due to the vast range of employees in the surveyed industries, the median better represented the actual number of employees per industry. The median number of temporary workers per industry was three people.

From those businesses responding to the survey, 62% did use temporary help compared to 38% who did not use temporary help. Of those businesses who used temporary help, the majority (81%) used less than 10 temporary employees per month and the majority of the temporary employees were used in clerical positions (46%).

Table I present characteristics of the temporary work force as reported by temporary employment services and business in the eight selected towns. Temporary employment services reported that a worker in a clerical capacity was on a job an average of 10 days as compared with a worker in a technical capacity who was on a job an average of 32 days. Another interesting result reported by temporary employment services was that technical temporary workers were on the average hired 5% of the time as compared with clerical temporary workers who were hired only 2% of the time. On the average, businesses tended to hire technical employees full-time least while assembly line workers were hired full-time most.

Table II illustrates the mean rankings of the advantages to industry using temporary workers as perceived by temporary employment services and businesses. The most important

TABLE I

MEAN SCORES OF CHARACTERIZING FACTORS
OF TEMPORARY EMPLOYEES
BY RESPONDING GROUPS

Characterizing Factors	Clerical		Assemble Line Worker		Technical		Manual Labor	
	Bus. \bar{X}	TES \bar{X}	Bus. \bar{X}	TES \bar{X}	Bus. \bar{X}	TES \bar{X}	Bus. \bar{X}	TES ^o \bar{X}
Average Length of Time on a Job	51 days	10 days	55 days	13 days	60 days	32 days	96 days	7 days
Percentage Hired Full-Time	24%	2%	37%	.5%	0%	5%	22%	.25%
Quality of Temporary Employees	Good	Fair	Good	Fair	Fair	Fair	Good	Fair

advantage reported by temporary employment services was that peakload periods could be adequately covered by using temporary workers. The least important advantage for industry using temporary worker was perceived to be that the organization did not have to handle unemployment compensation of temporary employees. Other suggested advantages for industry using temporary employees as reported by temporary employment services were that temporary help could be used in emergencies and that interviewing time could be saved when using temporary help.

Using temporary help to adequately cover peakload periods was cited by business as the major advantage to using temporary help. Not handling unemployment compensation was considered the least advantage to industry using temporary help. Additional comments tended to suggest that businesses not having to handle unemployment compensation of temporary workers was not an advantage at all.

Table III contains the mean rankings of major disadvantages to industry using temporary help as reported by temporary employment services as well as businesses. Temporary employment services perceived too much time to train as the major disadvantage of industry using temporary employees while being undependable was considered the least disadvantage.

The major disadvantage of using temporary help cited by industry was the amount of time it took to train temporary employees. Prior bad experiences with temporary employment

TABLE II

MEAN RANKING OF RESPONDENTS' PERCEPTIONS
OF ADVANTAGES OF USING TEMPORARY
EMPLOYMENT SERVICES

Advantage	Business		Temporary Employment Services	
	\bar{X}	S.D.	\bar{X}	S.D.
Peakload Periods	1.92*	1.29	1.63	.74
One-Time Projects	3.04	1.51	3.00	1.51
Less Paper- work	5.62	1.07	2.86	2.48
Vacation Periods	2.64	1.15	2.87	1.13
A Replacement Until Full- time Employee Can Be Hired	4.24	1.64	5.00	2.00
Specialized Work	4.29	1.49	5.13	2.03
No Unemploy- ment Compen- sation for Organizations to Handle	6.17	1.30	5.83	1.72

*1 = Major advantage

7 = Major disadvantage

TABLE III
 MEAN RANKING OF RESPONDENTS' PERCEPTIONS
 OF DISADVANTAGES OF USING TEMPORARY
 EMPLOYMENT SERVICES

	Business		Temporary Employment Services	
	\bar{X}	S.D.	\bar{X}	S.D.
Too Costly	2.61	.98	2.50	1.31
Too Much Time to Train	1.38*	.86	1.75	.71
Undependable	2.70	.92	3.43	.79
Prior Bad Experience	3.26	.87	2.67	1.51

1 = Major disadvantage

4 = Least disadvantage

services was considered by industry as the least major disadvantage to using temporary employees. Another disadvantage that was not explicitly listed on the questionnaire but frequently mentioned concerned a need for a more adequate screening process.

Various reasons were reported by the 38% of the businesses who did not use temporary help. Reasons for not using temporary help ranged from union contracts that did not allow hiring of temporary help to the amount of time to train temporaries was too great. Also, some companies had their own files of former employees willing to work on a temporary basis or when needed; therefore they did need to secure outside resources for temporary help.

Comparison of Results of Businesses and Services

A high degree of relationship, ($r=.70$), was found between the mean rankings of advantages to business using temporary employees as reported by services and businesses. In only one particular statement did the two respondents significantly disagree. Businesses ranked less paperwork at the lower end of the scale of advantages to businesses using temporary employees ($x=5.62$) as compared to temporary employment services ranking less paperwork as a much greater advantage ($x=2.86$), and this difference was significant, $t=2.86$, $p<.03$. There was also a significant correlation, $r=.39$, $p<.01$, between the size of business, and the busi-

ness's use of temporary employees. Generally, businesses tended to perceive temporary employees to be of higher quality than temporary employment services (See Table I).

Summary

Temporary employment services reported that the most frequently placed temporary employee was in a clerical capacity. The temporary employment services in the selected college towns reported that housewives comprised the majority of the applicants looking for temporary employment.

Manufacturers responded more frequently to the questionnaire than any other type of business surveyed. From the 46% of businesses who responded to the questionnaire, well over 50% reported that they used temporary employees in some capacity.

In general, temporary employment services and businesses agreed on the advantages and disadvantages of businesses using temporary employees. In fact, a high degree of relationship was found among all of the statements concerning the advantages and disadvantages, except in one case. This concerned the statement of less paperwork being a advantage of business using temporary employees.

Finally, a high degree of relationship was also found between the size of the business and the use of temporary employees. The analysis indicated that the larger the business, the more likely the use of temporary employees.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study was to determine general characteristics of temporary employees, temporary employment services, and businesses in isolated college towns. Anticipated objectives were to determine whether businesses and temporary employment services in isolated college towns had the same concepts of the advantages and disadvantages of businesses using temporary employees. It was hoped that an businesses as well a temporary employment services could gain some insight into what each organization perceives of temporary employees. The instrument used to gather this information was set of questionnaires which was distributed to businesses, temporary employment services, and employment agencies in isolated college towns with approximately the same demographics.

Analysis of the data revealed that there was a strong correlation between the size of business and the use of temporary employees. The most frequently filled position reported by temporary employment services as well as businesses was in the clerical field. However, the results indicated that businesses and temporary employment services sharply disagree as to the amount of time a clerical or any

type of temporary employee is on a job. Temporary employees were perceived by industry to be of consistently higher quality than perceived by temporary employment services.

Conclusions

The findings of this study indicated that there was a significant correlation indicating that larger businesses in isolated college towns are increasingly more likely to use temporary employees. Both businesses and temporary employment services generally agree concerning the advantages and disadvantages of business using temporary employees. They do, however, have a different perception of the quality of temporary employees. Although clerical employees comprise the majority of the temporary help used in business, they are not the most frequently hired for full-time work.

Supporting evidence in the review of literature this study also revealed that housewives make up the majority of active employees wanting to work temporary even in the selected midwestern college towns. No conclusions could be drawn concerning why certain midwestern college towns were served by temporary employment services and others were not. However, the findings that did surface from this study could be considered and taken into account by temporary employment services interested in establishing a place of business in isolated college towns.

Recommendations

Several recommendations are presented as a result of this study. These recommendations which are intended to improve working relations between businesses and temporary employment services are as follows:

1. Businesses using temporary help could, as a part of their training department's responsibilities, orient the temporary worker to their organization. For long-term temporary workers, it is suggested that a one day "train the temporary worker" would be beneficial to the worker and to the organization itself.
2. Temporary employment services should work with business in an attempt to reduce the amount of paperwork that is involved with using temporary employees as part of the work force.
3. Since clerical employees are the most frequently utilized temporary employee, temporary employment services should maintain a larger volume of applicants with clerical skills.
4. Temporary employment services should market housewives.
5. Temporary employment services should initiate a more thorough screening process for their applicants.
6. Each agency and service should check closely with their local telephone company to insure that they

are listed under the proper headings that appear in the telephone directory. This procedure would insure that businesses and applicants interested in temporary employment services to locate the proper organization.

A SELECTED BIBLIOGRAPHY

- Bednarzik, Robert W. "How Many Hours do the Unemployed Want." Monthly Labor Review, 101, 12 (Dec., 1978), 70-71.
- "Businesses Using More Part-Timers." Rough Notes, 122, 8 (Aug., 1979), 44.
- "Drug Marketers Cut Costs in Half with Part-Time Detail Forces." Product Marketing, 7, 9 (Sept., 1978), 1-5.
- "Efficient Use of Temporaries May be Key to Future Office Office Staffing." Office, 76, 6 Dec., 1972, 39-43.
- "Employees Prefer to Work After Normal Retirement, Study Finds Age No Barrier to Retirees Who Seek Temporary Posts." Office, 89, 5 (May, 1979), 157-178.
- "Fighting Your Way Through the Summer Vacation Crisis." Rough Notes, 121, 6 (June, 1978), 30.
- Graham, Roberta. "In Permenant Part-Time Work, You Can't Beat the Hours." Nation's Business, 67, 1 (Jan., 1979), 65-68.
- Kutka, Mike. "How to Get Your Money's Worth From Temporary Help Services." Management World, 7, 6 (June, 1978), 8-10.
- Long, James E., E. B. Jones. "Part-Week Work by Married Women." Southern Economic Journal, 46, 3 (Jan., 1980), 716-725.
- Menkus, Belden. "People Sharing: Making Life Easier for Temps." Administrative Management, 34, 1, (Jan., 1973), 54-56.
- "New Uses Fuel Growth in Temporary Help." Industry Week, 198, 3 (Aug. 7, 1978), 81-82.
- Paul, Jan. "People Leasing." Black Enterprise, 9, 9 (April, 1979), 59-62.
- Scott, Howard, "The Development of the Temporary Help Industry." Office, 8, 6, (Dec., 1974), 20-21.

- "Tackle Your Tough Problems with Today's Temps." Modern Office Procedures, 23, 5 (May, 1978), 124-125.
- Tavernier, Gerard. "New Deal for Part-Time Workers." International Management, 34, 10 (Oct., 1979), 40-41.
- "Temporary Help Assumes Permanent Role." New England Business, 25, 5 (Mar. 16, 1980), 23-24.
- "Temporary Help Now is a Permanent Necessity." Office, 89, 5 (May, 1979), 162-171.
- "Temporary Office Help Service—One Answer to Peak Work Periods." Rough Notes, 118, 3 (Mar., 1975), 88-90.
- "Temps—A Flourishing Industry." Modern Office Procedures, 25, 5 (May, 1980), 164-166.
- Thompson, Sharon. "The Contemporary Office Temp in Business." Today's Secretary, 76, 4, (Jan., 1974), 7-11.
- Wainwright, David. "Shrinking the Week and Sharing the Work: A Practical Response to the Pressures of the Times." Personnel Management, 11, 10 (Oct., 1979), 48-50.

APPENDIX A

QUESTIONNAIRE DEVELOPMENT CONSULTANTS

CONSULTANTS IN QUESTIONNAIRE

DEVELOPMENT

Mr. Mike Duke
General Manager
Dunhill Temporary Services
Tulsa, OK

Ms. Holly Pitts
Office Manager
P.S. Temporaries
Tulsa, OK

Ms. Margaret Pitts
Owner/General Manager
P.S. Temporaries
Tulsa, OK

Ms. Jan Spink
Payroll Clerk
P.S. Temporaries
Tulsa, OK

APPENDIX B

COVER LETTERS AND QUESTIONNAIRE TO
BUSINESSES



Oklahoma State University.

SCHOOL OF OCCUPATIONAL AND ADULT EDUCATION

STILLWATER, OKLAHOMA 74078
CLASSROOM BUILDING 406
(405) 624-6275

The Human Resources Development Center at Oklahoma State University is presently conducting a survey of businesses and industries in college communities which may or may not be served by temporary personnel services. Because very little research has been conducted concerning the degree to which personnel services serve college communities, your input is very important. We know that you are busy, but please take a few minutes to complete the enclosed questionnaire. For your convenience, the questionnaire is self-addressed and simply needs to be folded and stapled for return. Please respond by February 20, 1981.

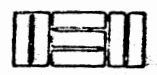
Responses will be kept confidential, and your name and your organization's name will be used only if you wish a summary of the completed study. The data will be randomly fed into the computer for analysis and compilation.

Thank you very much for your time and effort.

Sincerely,

Renee Gann
Research Associate
Human Resources Development Center

P.S. If you would be interested in a summary of the results of this study, please indicate by checking the statement at the end of the questionnaire.



Oklahoma State University

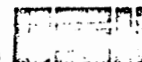
HUMAN RESOURCES DEVELOPMENT CENTER

STILLWATER, OKLAHOMA 74074
CLASSROOM BUILDING 406
(405) 624-6275

A short time ago the Human Resources Development Center sent you a questionnaire concerning businesses and industries in college communities which may or may not be served by temporary personnel services. Presently, we have not received your reply. For your convenience, we have enclosed another questionnaire in case your initial one has been misplaced. Since your input into this study is vital, please take a few minutes to complete the questionnaire. The completed questionnaire simply needs to be folded and stapled for return. Please respond by March 12, 1981. If you have recently returned your questionnaire, please disregard this letter.

Sincerely,

Renee Gann
Research Associate
Human Resources Development
Center



Your name & title _____

Your organization's name _____

Type of industry. Please check (✓) one of the following:

- Agriculture, Forestry, Fishing () Mining () Manufacturing ()
 Transportation, Communication () Services () Wholesale Trade ()
 Finance, Insurance, & Real Estate () Construction () Retail Trade ()

Please answer the following questions according to your organization's philosophies and policies, not your own personal opinions.

1. Approximately how many workers does your organization employ?

- Full-time _____
 Part-time and/or temporary _____

2. Length of time that your organization has been in operation in this community? Please check (✓) one of the following:

- 1-3 years () 4-6 years ()
 7-10 years () over 10 years ()

3. Does your organization ever use temporary workers as part of your work force?

- Yes () No ()

If YES, please answer questions 4-11. If NO, please skip to question 12.

4. Estimate the number of temporary employees used in your organization per month. Please check (✓) one of the following:

- less than 10 () 11-20 () 21-30 () 31-40 ()
 41-50 () 51-60 () 61-70 () over 70 ()

5. What type(s) of positions does your organization most often fill with temporary help? Please indicate by checking (✓) the greatest category (if more than one is appropriate, please rank, #1 being greatest).

- Clerical () Assembly Line Worker () Other, please specify _____
 Technical () Manual Labor ()

Please answer questions 6-8 in regard to these types of temporary employees.

TEMPORARY WORKERS

6. What is the average length of time that temporary workers are on a job?

	Clerical	Assembly Line Worker	Technical	Manual Labor	Other, please specify
Days _____	Days _____	Days _____	Days _____	Days _____	Days _____
Weeks _____	Weeks _____	Weeks _____	Weeks _____	Weeks _____	Weeks _____
Months _____	Months _____	Months _____	Months _____	Months _____	Months _____

7. What percentage of temporary employees are eventually hired for full-time work? (If applicable)

_____ %	_____ %	_____ %	_____ %	_____ %
---------	---------	---------	---------	---------

8. In general, how would your organization describe the quality of temporary employees in comparison to full-time employees involved in the same type of work?

Excellent _____	Excellent _____	Excellent _____	Excellent _____	Excellent _____
Good _____	Good _____	Good _____	Good _____	Good _____
Fair _____	Fair _____	Fair _____	Fair _____	Fair _____
Poor _____	Poor _____	Poor _____	Poor _____	Poor _____

9. Which of the following does your organization consider as major advantage(s) for using temporary help? Please rank the following 7 statements according to importance with 1 being the most important advantage to 7 being the least important advantage.
- Peakload periods can be adequately covered by temporary workers.
 - Temporaries can be used for one-time projects.
 - There is less paperwork to handle when using temporary help.
 - Temporaries can be used during vacation periods.
 - Temporaries often can be used as a replacement until a full-time employee can be hired to fill a vacated position.
 - Temporaries can be used for specialized work.
 - Your organization does not have to handle unemployment compensation for temporary employees.
 - Other advantages, please specify _____
-
10. Which of the following does your organization consider as major disadvantage(s) to using temporary help? Please rank the following 4 statements with 1 being the major disadvantage to 4 being the least disadvantage.
- Too costly.
 - Too much time to train.
 - Undependable.
 - Prior bad experience(s) with temporary employment services.
 - Other disadvantages, please specify _____
-
11. What suggestions do you have for improving temporary personnel services that serve you.
-
12. What are the reasons that your organization does not use temporary employees?
-
13. PLEASE FEEL FREE TO MAKE ANY ADDITIONAL COMMENTS, SUGGESTIONS, OR CRITICISMS YOU WISH.

THANK YOU FOR YOUR TIME

- Please check if you would like a summary of the results of this study. Be sure to include your name & your organization's name in the spaces provided on the first page of this survey to insure receipt of the results.

APPENDIX C

COVER LETTERS AND QUESTIONNAIRE TO
AGENCIES/SERVICES



Oklahoma State University

SCHOOL OF OCCUPATIONAL AND ADULT EDUCATION

STILLWATER, OKLAHOMA 74078
CLASSROOM BUILDING 406
(405) 624-6275

The Human Resources Development Center at Oklahoma State University is presently conducting a survey of employment agencies/services which serve business and industry in college communities. Because very little research has been conducted concerning employment agencies/services, your input is very important. We know that you are busy, but please take a few minutes to complete the enclosed questionnaire. For your convenience, the questionnaire is self-addressed and simply needs to be folded and stapled for return. Please respond by February 20, 1981.

Responses will be kept confidential, and your name and your organization's name will be used only if you wish a summary of the completed study. The data will be randomly fed into the computer for analysis and compilation.

Thank you very much for your time and effort.

Sincerely,

Renee Gann
Research Associate
Human Resources Development Center

P.S. If you would be interested in a summary of the results of this study, please indicate by checking the statement at the end of the questionnaire.



Oklahoma State University

HUMAN RESOURCES DEVELOPMENT CENTER

STILLWATER, OKLAHOMA 74074
CLASSROOM BUILDING 406
(405) 624-6275

A short time ago the Human Resources Development Center sent you a questionnaire concerning employment agencies/services which serve business and industry in college communities. Presently, we have not received your reply. For your convenience, we have enclosed another questionnaire in case your initial one has been misplaced. Since your input into this study is vital, please take a few minutes to complete the questionnaire. The completed questionnaire simply needs to be folded and stapled for return. Please respond by March 12, 1981. If you have recently returned your questionnaire, please disregard this letter.

Sincerely,

Renee Cann
Research Associate
Human Resources Development
Center

9. Who comprises the majority of your applicants? Please check (✓) one of the following:
- Housewives () College Students ()
Moonlighters () Other, please specify _____
10. Which of the following does your service consider as major advantage(s) for industry using temporary help? Please rank the following 7 statements according to importance with 1 being the most important advantage to 7 being the least important advantage.
- () Peakload periods can be adequately covered by temporary workers.
() Temporaries can be used for one-time projects.
() There is less paperwork for organizations to handle when they use temporary workers.
() Temporaries can be used during vacation periods.
() Temporaries often can be used as a replacement until a full-time employee can be hired to fill a vacated position.
() Temporaries can be used for specialized work.
() Organizations do not have to handle unemployment compensation for temporaries.
() Other advantages, please specify _____
11. Which of the following does your service consider as major disadvantage(s) to industry using temporary help? Please rank the following 4 statements with 1 being the major disadvantage to 4 being the least disadvantage.
- () Too costly
() Too much time to train
() Undependable
() Prior bad experience(s) with temporary employment services
() Other disadvantages, please specify _____
-
12. Approximately how many applicants are presently available for full-time work? Please check (✓) one of the following:
- | | | | |
|------------------|-----------|-----------|-------------|
| less than 10 () | 11-20 () | 21-30 () | 31-40 () |
| 41-50 () | 51-60 () | 61-70 () | over 70 () |
13. Approximately how many applicants do you place on full-time jobs a month? Please check (✓) one of the following:
- | | | | |
|------------------|-----------|-----------|-------------|
| less than 15 () | 16-25 () | 26-35 () | 36-45 () |
| 46-55 () | 56-65 () | 66-75 () | over 75 () |
14. Are you planning to offer a temporary service in addition to your permanent employment agency? _____ If yes, what are the reasons for adding the service _____
If no, what are the reasons for your agency not adding a temporary service _____
-
15. ADDITIONAL COMMENTS:

THANK YOU FOR YOUR TIME

- () Please check (✓) if you would like a summary of the results of this study. Be sure to include your name & your organization's name in the spaces provided on the first page of this survey to insure receipt of the results.

VITA

Ella Renee Gann

Candidate for the Degree of
Master of Science

Thesis: A STUDY OF BUSINESSES AND TEMPORARY EMPLOYMENT
SERVICES IN SELECTED COLLEGE TOWNS

Major Field: Occupational and Adult Education

Biographical:

Personal Data: Born in Oklahoma City, Oklahoma, November 26, 1956, the daughter of Mr. and Mrs. Joe Gann.

Education: Graduated from Moore High School, Moore, Oklahoma, 1975; received Bachelor of Science degree in Psychology from Oklahoma State University, Stillwater, Oklahoma, 1979; completed requirements for Master of Science degree in Occupational and Adult Education in May, 1981.

Professional Experience:

Undergraduate research assistant in the Department of Psychology, 1977-1979; Research Associate for the Human Resources Development Center, Oklahoma State University, 1980-1981.