TEMPING: A STUDY OF TEMPORARY RECRUITING AGENCIES IN MUMBAI WITH SPECIAL FOCUS ON THE RETAIL INDUSTRY IN THE POST REFORM PERIOD

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TEMPING: A STUDY OF TEMPORARY RECRUITING AGENCIES IN MUMBAI WITH SPECIAL FOCUS ON THE RETAIL INDUSTRY IN THE POST REFORM PERIOD

Intermediation is prevalent in several facets of commercial life. Off late it has also emerged in the employment market where services of the new entrants in the job market are procured by intermediaries (temporary recruiting agency) and leased out to the actual users (client organizations) spanning over a whole spectrum of industries. In this triangular employment relationship the agency acts as the legal employer of temps (A ‘temp’ is a temporary worker on the rolls of the staffing agency) and contracts out its staff to various businesses (Hatton, et al, 2011). Many researchers have highlighted the rapid rise in temporary agency employment that has occurred over the last twenty years (Burgess & Connell, 2006; Coe, Johns & Ward 2007; Smith & Neuwirth, 2009; Ward, 2004).

The advent of temping (Truncated expression for ‘temporary’ denoting temporary job) can rightly be attributed to globalization where all factors of production have become largely mobile and cost-effective deployment of resources has become the sine-qua-non for success in any business venture. A well accepted norm in global companies, many Indian organizations are opting for this mode of employment.

Temporary Recruiting Agencies have been actively involved in fostering a growing market for flexible staffing arrangements. Whilst agencies may try to shape the labour market to further their own interests, it is important to keep in mind that agencies also provide opportunities for people to gain employment by matching potential employers and employees and in this context has the potential to make inroads into the problems of unemployment. It is only relatively recently that research has focused on the temporary staffing industry, and compared to employer and temporary worker focused research, the activities of employment agencies are under-researched (Coe, Johns & Ward, 2009). Some studies suggest that individual employment agencies are now taking a more entrepreneurial approach, utilizing a variety of tactics in order to shape a continuing demand for temporary staff within the labour market, rather than simply being intermediaries between client organisations and temporary workers (Smith & Neuwirth, 2009).
Temping attempts to solve the problems associated with redundancy necessitated by downswings of the business cycle and at the same time it provides hassle free mode of recruitment in a dynamic economic environment for the clients. Temping has opened up new vistas of employment for the army of unemployed graduates/ skilled personnel in India. Companies in the retail sector, telecom, FMCG, manufacturing and IT are now increasingly opting for this mode of employment and hence demand for temps is growing exponentially. The jobs are available at both entry and middle level and off late its presence is also seen at the top level.

Of central importance to the temp staff is their working condition. Their concerns include: job security, remuneration, hours of work, shift system, promotional avenues, grievance redressal mechanism, support systems and right to unionize. Much commentary on temp staff raises concern that they are marginalized within the labour market. Labour legislation continues to be premised on the assumption of ‘the worker’ as full-time, permanent and with a single employer, hence, temp staffs are often subject to reduced protection (Appelbaum, 1992, Carre, 1992).

The triangular employment relationship can be complicated in many ways as both the client organization and the recruiting agency may try to escape taking responsibility of the temp. The issue then is who should be responsible for the benefit due to the temp, the corporate who actually avails of the benefit of the temp services or the recruiting agency on whose rolls the name of the temp appears. This highlights the need for intervention in this triangular relationship for the steady growth of the temporary staffing industry.

There is light regulation of the temporary staffing industry which can have long term repercussions on the growth of this promising industry. There is an urgent need of a new legislation to address the specific problems of temps through additional regulation of the workplace, expanding the social welfare net, or regulating agencies that provide temps to client companies.

It is in the above mentioned context that the present study was undertaken in Mumbai to study the triangular relationship between temporary recruiting agencies, the temp staff and the client organizations. Interviews were conducted by the researcher on one-to-one basis during the period November 2011 to February 2012. In all eight agency representatives, which together represent close to 50% of the Indian
organized staffing market and with national presence (Temporary Staffing In India: Issues and Recommendations, ISF Discussion Paper, December 2011), representatives of ten client organizations from the retail sector, sourced through staffing agencies, and four hundred temp staff, of which 201 were males and 199 females, from a range of background, sourced through the client organizations, were interviewed. The selected recruiting agencies, temps and client organizations have a fairly good representation of the temporary staffing industry.

The chapter scheme of the study is as follows:

**Chapter I: Introduction**

This chapter looks at the triangular working relationship between temporary staffing agencies, client organizations, and temp staff. The temporary staffing industry estimated to be INR 172 billion (Ernst & Young Analysis, 2012) is expected to increase its penetration significantly, given the current uncertain economic conditions. Companies are increasingly depending on agencies to lease them with the required manpower in time, to meet sudden demand. This highlights the importance of temporary recruiting agencies in labour market integration.

Temporary recruiting agencies have been actively involved in fostering a growing market for flexible staffing arrangements, signifying that this industry acts as a powerful shaper of the contingent labour market rather than simply being intermediaries between temp staff and employers. The core business of recruiting agencies in the staffing industry is supplying client organizations with suitable temporary staff on request. This in turn calls for a highly capable and motivated temp staff, who can handle varied assignments offered by the agency. The ability of the temp staff to perform work efficiently is greatly influenced by the conditions under which they work and their relationship with the agencies and client organization. The present study is an attempt to analyze the nature of the temporary staffing industry, role of temporary staffing agencies in labour market integration, motivations for the client organizations to use temp staff and working conditions of the temp staff.

The primary advantage to the client organization in a flexible staffing arrangement is reduced overhead costs and improved access to a skilled workforce without having any legal obligations to it. Companies across industries are preferring to use temp staff in large numbers for diverse job requirements which is a clear manifestation of
the fact that new vistas of employment has opened up for the army of unemployed in India.

Examination of the conditions of work of temp staff and the obstacles they face in the efficient discharge of their duties necessitate the need for intervention to mitigate the factors that cause demotivation and adversely affect their desire to continue to work in this profession. Hence, this study on the triangular relationship gains importance. It is hoped that this work will help to illuminate the contributions and lifestyles of an important group, and fosters a better appreciation of them in society.

This chapter further discusses the growth of the temporary staffing industry since the 1920s and exponential growth in the demand for temp staff in India since then. It is now officially recognized that there is a phenomenal rise in temp hiring through recruiting agencies but the temporary staffing industry is plagued with weak legislation. This highlights the need for intervention to regulate and strengthen the triangular employment relationship. It is demonstrated that the aims, expectations and behaviors of the three sets of participants are often mutually incompatible which limited the maneuverability of each group. This can create outcomes which are often unintended, and frequently suboptimal, for all three parties hence the need for intervention and regulation. The study draws attention to the active steps that the industry has to take to demystify the legally ambiguous 'triangular' employment relationship upon which its very viability depends.

The present study has the following objectives:

1. To study the role of temporary recruiting agencies in labour market integration.
2. To identify the reasons for the client organization, with special reference to the retail industry, to use temp staff, through recruiting agencies.
3. To understand the profile of the temp staff and to examine the factors that motivates them to take up this profession.
4. To study the working conditions of temp staff with focus on aspects such as remuneration, hours of work, shift system, promotional avenues, grievance redressal mechanism, support systems and right to unionize.
5. To suggest measures for improving their working conditions, which have an important bearing on the quality of service they render.
The research design of the study uses a mix of both quantitative and qualitative methodologies. As one of the main objectives was to document and understand the triangular employment relationship, in depth interviews were conducted with the temporary recruiting agency, the client organizations and the temp staff in the selected area. Questionnaires were designed to collect information on both quantitative and qualitative characteristics to understand the staffing industry in depth.

Primary data was obtained using a structured interview schedule, with some open-ended questions. A pilot study was undertaken at the preliminary stage before administering the questionnaire in the selected area. This exercise helped to include questions that were not considered earlier as also to delete those where respondents were ambiguous or where no answers were forthcoming. Analysis of the data gathered by the interview schedule was done with the help of the SPSS package.

Two stage sampling method was used in the study. List of staffing agencies was obtained from the Indian Staffing Federation (Apex body of recruiting agencies) and the list of client organizations was sourced from them. List of the temp staff was obtained from the client organizations. Given the nature of work done by the temp staff, which requires them to work with different clients and in shifts, it was difficult to adopt the pure random sampling for interviewing temp staff. Hence, the method of convenience sampling was adopted. Interviews were taken of temp staff, who were on duty, on the day of the researchers visit. Primary data was obtained using a structured interview schedule; with some open ended questions with three groups of participants, temp staff, agency representatives and representatives of client organizations. All interviews took place from November 2011 to February 2012. Participants were gathered from a variety of locations in the Mumbai area.

The study includes temp staffs who are on the payroll of the staffing agencies and does not include temporary workers who are directly hired by the company. Temps in the study are on the rolls of the staffing firm and not the company that deploys them. This study focuses only on white collar temps, though agencies may hire even the blue collar workers.
Chapter II: Review of literature

This chapter reviews existing literature on the temporary staffing industry, examining the triangular relationship between the temp staff, the client organizations and the agency, highlighting various aspects that have been explored in different studies on it. These aspects include the role of temporary recruiting agencies in labour market integration, reasons for the client organizations to use temp staff through agency, reasons for temp staff to engage in temporary work through agencies, satisfaction level of the temp staff with job and working conditions has also been explored, though there are a few studies on it.

Studies reveal that staffing firms add value to the economy by facilitating greater efficiency in labor markets: resources are allocated where and when they are needed, while minimizing the costs of hiring and dismissing that personnel (Lipps, 1998). It also brings out the complexity of triangular employment arrangements as a result of which temp staffs are often confused about their actual employer.

Most studies reveal the main reasons for clients to hire temp staff through agencies such as and trimming down of the cost, sustaining business cycle continuance, sourcing employees at a short notice, ease in availability of specialized skill, enabling corporate to concentrate only on core functions, meeting employment flexibility, endorsement of recruitment, training, development and replacement by the agency, agencies support in managerial and legal compliance of its workers.

The studies have also highlighted profile of temp staff including details of their age, educational qualifications, marital status, experience and factors that motivate them temp. Motivations can range from wanting to work for a finite period of time, preferring the flexibility associated with casual or short-term work arrangements, wanting to earn gain experience of various organizations, or not being able to find a suitable permanent job. Most studies on the temp staff have focused on their working conditions with detailed study on aspects such as remuneration, availability of facilities, opportunities for career advancement, affiliation to union, support systems and crisis management. The studies have also highlighted the difficulties experienced at the workplace such as absence of job security, inconvenience shift system, pay and promotion discrimination, not allowed to participate in decision making, limited
progression, financial uncertainty and feelings of isolation. Finally, the satisfaction level of the temp staff with respect to the working conditions and the status of the temping profession in the country has been examined over a period of time. Considering the current economic scenario where to be cost effective is important, recent studies point that temping is bound to succeed in a big way as the trend so far portend. Like many other initiatives undertaken due to globalization, this would also come to stay and deepen its impact.

The sub sections in this chapter are based on the above mentioned aspects, covered by various studies on the temporary staffing industry.

**Chapter III: Overview of the retail industry in India**

This chapter deals with the background of the retail industry in India in the light of the current reforms. Organized and unorganized segments of the retail industry have been examined in the country. India’s retail fundamentals and drivers fuelling the growth of the retail sector are analyzed. Key Indian & Global Players in the Retail Industry are studied. Potential of organized retail in generating employment is investigated.

Post liberalization, organized retailing has experienced exponential growth and a major fallout of this is the opening up of the wholesale, multi brand and single brand retail sector to foreign direct investment (“FDI”). Huge investments in the retail sector has the potential of generating employment opportunities. Big organized retail stores and chains are going to appoint and hire a lot of people. The latest trend of weekend shopping has created the need for more staff especially in weekends and on festivals. Until now, retailers were directly hiring temps, but now an increasing number of companies are using the services of recruiting agencies.

Temps, comprise three categories in the retail sector - frontline (counter jobs) employees, those on merchandising rolls (these need some previous retail experience) and those hired by specialty retailers. The types of temping roles have changed in the recent times and there is an increasing diversity in the types of roles offered.

India is considered to be one of the most desirable retail destinations in the world. India’s twin growth engines of economic growth and demographic profile set it apart
from other nations and present a compelling business case for global retailers looking forward to enter the Indian market. Employment opportunities will multiply with the influx of foreign retailers which will propel the growth of the staffing industry.

**Chapter IV: Role of temporary staffing agencies in labour market integration**

This chapter explores various services provided by the temporary recruiting agencies. It examines the key industry verticals who are availing services of agencies, to deploy temp staff, on a large scale. The work and worker profile in the staffing industry is examined.

The Agency/Temp staff relationship is delved into with reference to provision of statutory benefits and other facilities due to the temp staff. It also examines motivations for the client organizations to hire temp staff through agencies as perceived by the agencies.

This chapter also investigates challenges faced by the agencies, which can be a major impediment to the growth of the temporary staffing industry. Strategies used by the agencies to strengthen temp engagement are studied.

The analysis of the role of staffing agencies reveals a very active participation in the selected area. They work with clients in hiring or identification of temp resources and take on the selected resources on their payroll for providing services to the client. Alternatively they also take resources pre-identified by clients or existing through some other arrangement on their payroll. A fee was charged by the agency for the services provided and operational and performance related aspects were monitored by them.

The findings of the study revealed that the key industry verticals such as FMCG, Retail, Consumer Durables, BFSI, Telecommunications, Hospitality and I.T. were using temp staff in large numbers. Agencies confirmed that there is a very high demand for temps from the retail sector which has got a major boost from the opening up of FDI. Commentators have observed a structural shift in the way temporary labour is being utilised in contemporary firms (Carre, 1992; Nollen, 1996).
Agencies cited an extensive array of different categories of people who choose to temp. They reported recruiting freshers in large numbers on their rolls who temp to gain work experience and professionals in various fields who have proven abilities in their respective fields. Interaction with the agencies revealed that the work profile spreads from low – end mundane jobs like secretaries, office staff, customer services, data entry, logistics and sales to high – end jobs like Network Engineering, IT and Process Control. This is a clear manifestation of the fact that temps are no longer used just as ‘fill-in’ labour or as a stop-gap measure related to changes in the business cycle. Instead, temporary staff nowadays fills positions of greater responsibility and are often placed in roles that are critical to business success (Brogan, 2001).

Agencies confirmed that they assumed responsibility of recruitment, statutory employee benefits and replacement of the temp staff for the client company. It was reported that the temps were eligible for provident fund, gratuity, leaves and salaries offered were matching industry standards. Absence of unionization among temp staff was highlighted by the agencies. Agencies confirmed that they impart specific job training for which they have a separate training wing.

Reasons for client organizations to use temp staff as perceived by agencies are: meeting unexpected changes and seasonal demands, reducing costs and speed of availability of temp staff from agencies.

Cost of training, attracting right talent, handling issues and claims of employee benefits emerge are major challenges for the agencies. Emphasis on strategies to strengthen temp engagement such as competitive pay, opportunities to become permanent staff, training , executing an effective communication plan between the employer and the temp on subjects of job performance, appraisals, feedback have been observed. Greater emphasis on strategies to improved temp engagement by the agencies reveals that the agency understood the direct correlation between employee satisfaction and employee productivity.
Chapter V: Motives for client organizations to opt for temping

In this chapter we take a closer look at reasons for organizations to use temp staff through agencies, with special reference to the retail sector where temp hiring has increased in the recent past. Questions are raised whether using temp staff enables the client organizations to control the adverse impact of attrition. The Client – Agency relationship is also analyzed in terms of sharing of responsibilities between them.

Problems associated with use of temp staff are investigated. For the well being of the temp staff facilities provided by the client organizations are analyzed. Initiatives taken by the organizations to motivate temp staff have been explored.

The analysis of the client organizations reveals that the primary advantage of a more flexible workforce is the ease and speed of availability of specialized skills other reasons include flexibility of employment, reduced costs, ability to concentrate on core functions, handling endorsement of recruitment, training, and replacement by the agency. Majority of the organizations confirmed that use of temp staff through agencies enabled them to control the adverse impact of attrition.

Analysis of the client- agency relation reveals that as the temp staff is on the payroll of the agency there is little responsibility for the temp on the client as the agency is its legal employer. Additionally, responsibility of training and statutory employee benefits did not fall on the client.

Morale and employee relation problems was identified as a major difficulty of using temp staff as they are working alongside permanent employees for months, doing the same work and putting in the same hours, but not receiving the same benefits given to their permanent coworkers. Another disadvantage of using temp staff is that they are generally less reliable than their permanent counterparts.

The study reveals that the client organizations provide temps access to some facilities at the workplace. These facilities include: leaves, incentives and recreation.

Offering opportunities to become permanent staff of the company was cited as one of the most common initiative to motivate temp staff. Other initiatives include installing an effective recognition mechanism like that of the permanents, executing an effective
communication plan between the employer and the temp on subjects of job performance, appraisals and feedback.

Chapter VI: Profile & Working Conditions of Temp Staff

This chapter highlights the findings of the study in respect of the profile of the temp staff. The information building up their profile comprises details about their age, marital status, educational qualifications and experience. The study also explores the factors motivating them to join the temping profession.

This chapter explores in detail working conditions of temp staff with detailed study on aspects such as availability of assignments, remuneration, increment, hours of work, shift system, availability of social security, grievance redressal mechanism and support systems. Questions relating to affiliation to temps’ union/association and temps’ demands are raised and also how their work impacts their health and family life. Work profile of the temp staff has been analyzed with reference to the retail sector. Scope for improving professional competence in terms of training received, recognition, opportunities for career advancement and performance appraisal are highlighted. This chapter has also explored the difficulties reported by temp staff at/their workplace and the expectations they have from their agency.

Views expressed by temps about their profession have been examined. Reasons for being satisfied/dissatisfied in this profession are investigated. Temps views on the perceived benefits to client organizations for using flexi staffing has also been investigated.

The profile of the temp staff respondents in the study highlights the predominance of the temp staff in the age group of 21-30 years. This explains the predominance of temp-respondents in the younger age-group in the sample. Fresh graduates and first time job seekers account for the majority of the temp staff. Results indicate a significant difference in the age distribution between males and females. Males are more in younger age groups (<25 years) where as females are more in older age groups (26-30). As the temp staff is predominantly young it was additionally observed that majority of them were unmarried. Results show significant difference in the
marital status of males and females. More males are unmarried and more females are married. Analysis of data on educational background reveals that a larger proportion of temps had studied only till undergraduate level and small percentage had reached the graduation level.

Analysis of the experience of temp staff indicates a larger proportion of temp staff having relatively less experience (up to 5 years) in their current jobs. The predominance of younger age group could be a possible explanation for this. Analysis of results shows significant difference between males and females about their experience in the current job. Males are less experienced where as females are more experienced.

The most common response to the question on what motivated them to join the temping profession was ‘absence of a permanent job’, followed by ‘ease of getting a temp job’. Other reasons include ‘competitive rates of pay’, ‘pursuing education’, ‘time for hobbies and leisure’ and ‘exposure to different companies’. This finds support in most studies which reveal that temping is typically an employment arrangement involuntarily entered into and that the majority of temps are seeking full-time, permanent employment (Gottfried, 1992; Smith, 1993; Rogers, 1995; Henson, 1996; Vosko, 2000).

Majority of the temps confirmed that though there were back to back contracts offered by agencies there was a constant fear of not having ongoing work and a major concern for them was that clients could terminate them suddenly. It was further reported that agencies did not have any compulsion to give guarantee of on-going work.

It was reported that salaries, fixed by the agency in consultation with clients, had increased over time. Recent entry of bigger agencies entering the temp market could be a possible explanation for this. Reputed staffing agencies were reported to be less conservative with their temp spend and careful to match it with the permanent staff to keep them motivated. It was noted that this upward trend was also due to the fact that more and more client organizations chose to employ temps through agencies.
Increments were fixed by agencies on the basis of client feedback and on satisfactory completion of assignments. The temps confirmed that they received allowances such as basic & dearness allowance and housing allowance. Majority reported that on most days they worked for more than eight hours and were dissatisfied with the inconvenient shift system and denial of compensation for overtime.

Temps reported that they were eligible for provident fund, gratuity, medical insurance (ESIC) and pension. Weekly offs were received by all the temps and sick leaves were sanctioned at the discretion of the client organization. It was reported by the temp staff that entitlement to benefits such as Provident fund, gratuity, health insurance, pension plans, paid leaves was tied to the length of service eligibility requirements and as turnover in the temping industry is very fast temps often failed to qualify for benefits. It was also understood that many temps are often unaware of their eligibility with regard to certain benefits and lack access to advice on their rights.

Majority of respondents said that they reported grievances directly to the agency and confirmed that follow up action was taken only in critical cases. It was reported by a large number of temps that they feared making suggestions to the agency fearing punishment in the form of denial of future work and offer of low paid assignments. Participants reported that most of the times there was mismatching of temp preferences and assignments offered by the agency. A large number of temps were dissatisfied with the grievance redressal system.

Support systems included in the study examined the client’s attitude in relieving temp staff in case of an emergency, cooperation from colleagues and superiors at work and support at home. Temps reported that in case of sudden illness of a family member/emergency clients did permit them to adjust their duties but only in critical situations and depending on the adjustment of workload. While cooperation from colleagues was reported by a majority of respondents, permission for adjusting duty timings was at the discretion of the client and was permitted only in case of an emergency. Majority of the temps confirmed that in case of a financial crisis neither the client nor the agency provided monetary assistance and they had to manage with own funds.
Temp staff reported that they did not have any union or association for representation of demands and during the course of discussion the need for a separate union to take up issues of salary and job security was expressed. Majority confirmed that the shift system affected their family and social life. A large number confirmed that their health was not impacted by work.

Analysis of work profile reveals that both high and low skill jobs were provided by agencies. Temps in this study were employed in a variety of roles, including many that could be considered integral to the functioning of the business. Reports from participants on the types of temp roles they had undertaken support assertions in the literature that temps are being employed in important positions.

In terms of career advancement temps confirmed that there was some scope for promotion and seniority for which performance and the discretion of the agency were the deciding factors. Large number of temps confirmed that they were sent for upgrading skills/ on job training by the agency to be able to handle specific assignments. It was reported that there were several problems with the training facilities. The first was that this opportunity was available only during normal working hours and that temps would rather be out working and earning during those days. Another concern reported was that temps pointed out that there was a need for training and/or information other than simple computer-based up-skilling, which was offered by agency.

Temps confirmed to receive the following welfare facilities from the client: leaves, incentives and recreation.

A majority of temp staff reported that their performance was evaluated informally and a few confirmed that annual appraisal report by seniors decided their performance. Punitive action against temp staff whose performance was not up to the mark was reported to be taken. Issuing memo and suspending the temp staff was the most common action taken by the clients.

A large number of temps reported that the most difficult thing about temping is absence of job security, financial uncertainty, limited progression and feelings of isolation. They reported that they faced the following types of discrimination: sudden
termination, discriminated for promotions and not allowed to participate in decision making. The main challenges of temping pointed out by temps are: absence of union, attitude of client organizations and maintaining relation with agencies. Temps reported that they had expected agencies to look into issues concerning their pay and career progression.

Majority of the temps confirmed that they would recommend the profession only to those who were unable to get a permanent role as they were dissatisfied with the following aspects of temp jobs: absence of ongoing work and job security, tying up of benefits with length of service, pay and promotion discrimination, inability to form meaningful relationships while temping, handling diverse range of assignments that may or may not build on previously mastered skills, no union, weak grievance redressal mechanism. Though majority of the temps were dissatisfied they reported that opportunity to work for major brands on short term projects and gain experience, which is difficult to crack otherwise, and narrowing salary gap between flexi and permanent jobs, which is expected to close shortly, ease of getting temp jobs as compared to permanent roles, were some of the strong positives of the profession.

Temps had clear views of the special value which they brought to the organizations in which they worked. Reduced costs and avoidance of legal liabilities were cited as main motivations to use temp staff.

**Chapter VII: Summary, findings and recommendations**

This chapter presents a summary of the work done in the thesis. It highlights the findings of the study with respect to the role of temporary recruiting agencies in labour market integration, motivations for the client organization to use temp staff through staffing agency, profile of temp staff in the selected area as also their working conditions and satisfaction with it. On the basis of the difficulties and problems cited by the temp staff themselves and the expectations they have from the agency and the client organizations, some of the recommendations that would enable them to discharge their duties efficiently and also help in improving their economic and social status are presented below:
1. Facilitation of a suitable, legal and regulatory environment that is positive and supportive for the temporary staffing industry. Legal recognition to the industry so as to prevent the entry of non-compliant operators.

2. It is important that uniform set of rules and conditions of work apply to temp staff in all agencies in the city so that there is no discrimination felt by them.

3. A new legislation to address the specific problems of temp staff through additional regulation of the workplace and the agencies that provide temp staff to client companies.

4. All flexi-staffing agencies to be registered with a designated central body. Establishment of a code of conduct and quality standards for the staffing industry at large.

5. Provisions to protect interests of workers, with clear delineation of responsibilities of both staffing agencies and user companies. Legal provisions to spell out obligations of both the flexi-staffing intermediaries and user companies.

6. Unionization of the temp staff which can help them address their specific problems.

7. Enforcing a minimum period of contract to serve an agency to tackle the problem of high attrition observed in the temping profession.

8. Regular training programmes to be made mandatory for upgrading skills and motivation levels of temp staff. Facilities in the form of paid leave, payment of course fees or training costs and adjustment in the hours of work should be provided to temp staff to enable them to participate in these training programmes.

9. Strengthening database on temp staff, so that an appropriate policy to regulate can be put in place.

10. Developing staffing industry as a choice of employment.

11. Rewards and recognition programmes for high performing temp staff must be in place in consultation with the client organizations.
References


