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# Temporary Agency Workers' Perceptions on Organizational Supports and Affective Organizational Commitment

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## **Abstract**

Temporary agency workers have become a global trend in the contemporary work forces, under the pressure of cost effectiveness through employment flexibility. Temporary agency workers keep unique dual relationships with the user firm and the agency and also show different level of organizational commitment to the user firm and to the agency. Organizational commitment play an important role in terms of an organization's overall productivity as well as an individual's job satisfaction and well-being. Especially, affective organizational commitment, i.e. an employee's voluntary emotional attachment to an organization, is known as the strongest dimension related to job satisfaction, well-being and job productivity.

In this thesis, I aimed to investigate temporary agency workers' dual affective commitment particularly in the South Korean institutional settings. My analysis implied that: (1) temporary agency workers' affective organizational commitment to the user firm and to the agency would be cooperative rather than competing in general; (2) temporary agency workers would show higher level of affective organizational commitment to the user firm than to the agency; (3) perceived organizational supports from the user firm and from the agency respectively would have a significantly positive relationship with affective organizational commitment to the user firm and to the agency, which was consistent with the social exchange theory. Above all, my analysis suggested that an organization's non-financial supports would do more effectively influence temporary agency workers' affective organizational commitment than financial supports.

## **Key words**

Affective organizational commitment, dual commitment, perceived organizational supports (POS)

## 1. Introduction

Globalization and neo-liberalism have made cost effectiveness through employment flexibility one of top priorities to many corporations (Galais & Moser, 2009). Under this pressure, temporary agency work has been a contemporary trend in the workforce since 1990s and the number of temporary agency workers (hereafter “temps”) as well as temporary work agencies (hereafter “agencies”) has been increasing at a rapid speed in most OECD countries (Liden et al., 2003; Håkansson & Isidorsson, 2012).

Temporary agency workers are those who work for the user firm, whereas they are hired by the temporary work agency. It is generally accepted that temporary agency work makes it possible for user firms to quickly respond to fast changing business environments by increasing or decreasing employees at a low cost (Galais & Moser, 2009), while providing temps with more work opportunities (Kim, 2010). Regardless of its potential benefits, previous studies have shown that temporary agency work has serious problems such as lack of temps’ organizational commitment, job satisfaction and job productivity (Millward & Hopkins, 1998; Biggs & Swailes, 2006).

Organizational commitment can generally be defined as ‘the strength of an individual’s identification with and involvement in a particular organization’ (Porter et al., 1974: 604). Organizational commitment plays an important role in terms of employees’ individual well-being and organizations’ productivity. It is not only significantly linked to an individual’s own job satisfaction and well-being (Meyer, Paunonen & Gellatly, 1989; Eisenberger & Fasolo, 1990; Jamal, 1990; Biggs & Swailes, 2006; Galais & Moser, 2009), but also other employees’ organizational commitment which can affect overall organizational productivity (Biggs & Swailes, 2006). Among employees, temps especially keep dual relationship with their organizations: ‘management relationship’ with the user firm and ‘employment relationship’ with the agency (Håkansson & Isidorsson, 2012). The dual relationship is directly connected to temps’ dual commitment: commitment to the user firm and to the agency (Liden et al., 2003; Torcka & Schyns, 2007; Veitch & Cooper-Thomas, 2009; Connelly, Gallagher & Webster, 2011; Håkansson & Isidorsson, 2012). These dual relationship and dual commitment makes the study on temps’ organizational commitment more complex but interesting than any other topics.

There are three dimensions in temps’ organizational commitment: normative, continuance (or calculative) and affective commitment (Allen & Meyer, 1990). Among them, I am especially interested in the affective organizational commitment which comes from temps’ voluntary emotional attachment to organizations and often regarded as the strongest dimension related to employees’ job satisfaction, well-being and job productivity (Torcka & Schyns, 2007; Håkansson & Isidorsson, 2012). In the previous studies, it seems that there have been ongoing controversies whether temps’ commitment to the user firm and to the agency are competing or cooperative, i.e. if temps’ high commitment to one entity (e.g. the user firm) tends to decrease or increase their commitment to the other entity (e.g. the agency). Some studies argued that temps’ dual commitment is competing (e.g. Liden et al., 2003; Torcka & Schyns, 2007; Håkansson & Isidorsson, 2012), whereas others insisted it is cooperative (e.g. Veitch & Cooper-Thomas, 2009; Connelly, Gallagher & Webster, 2011). Regarding antecedents of temps’ dual commitment, a majority of studies showed temps’ perceptions on organizational supports from the user firm and from the agency have strong significant relationship with temps’ commitment to the user firm and to the agency (Torcka & Schyns, 2007; Notelaers & Witte, 2009).

In this study, I am aiming to investigate dual aspects and antecedents of temps' affective organizational commitment, particularly in the South Korean institutional settings. By doing so, this study would provide a useful guidance for better understanding of temps' dual commitment in the Korean context.

### ***Korean Context***

Temporary agency work in Korea is a fairly recent trend like any other OECD countries. Until mid-1990s, Korean corporations and trade unions had regarded permanent work contracts as normal. However, after experiencing massive surplus of labor forces and its following layoffs during the Asian economic crisis in the late 1990s, Korean corporations realized the importance of flexibility and cost effectiveness of labor forces (Seo & Lee, 2010), and therefore temporary agency work has been highly famous in Korean industries. Korean government officially approved temporary agency work in 1998 but it has been enforcing strict regulations, e.g. in which industries and for how long temps can be used (Lim, 2007). Because of the tight regulations, the ratio of temps in Korean industries is relatively lower than any other OECD countries, accounting for 0.3 percent of the entire Korean employees (ibid).

Regardless of their low proportion in the labor market, it has been reported that the majority of Korean companies utilize temps as one of their labor forces. According to the 'Report on the Temporary Agency Work Industry for the First Half of 2012' of the Ministry of Employment and Labor (MEL), The number of Korean companies to use temps as one of their labor forces is similar with the number of Korean companies to hire over 100 employees. Furthermore, increasing speed in the number of temps tends to become faster in recent years. The number of temps increased 7 percentage points last year only and 42 percentage points during the recent four years in total. Both the number of agencies and user firms also increased over 13 percentage points last year.

Korean government has recently revised related laws to expand temporary agency work industry for the sake of giving more employment flexibility to corporations and providing more work opportunities for low-skilled workers (Kim, 2010). However, regardless of potential benefits, it has caused a lot of social controversies in reality. Corporations welcomes the expansion of temporary agency work industry for the numeric flexibility, whereas trade unions fear that it would only result in the reduction of permanent workers and at last the deterioration of organizational productivity due to lack of employees' organizational commitment (ibid).

In total, there have been only a number of studies on the special aspects of temps' organizational commitment notwithstanding their rapidly growing importance in the Korean industry and the recent social controversies. Especially, concerning temps' different level of organizational commitment to the user firm and to the agency and the antecedents of temps' organizational commitment, considerably few studies have been conducted in the Korean institutional settings (Sim & Ryu, 2006; Seo & Lee, 2010). Therefore, I am aiming to answer the following research questions in this study.

*Are the temporary agency workers' affective organizational commitment to the user firm and commitment to the agency competing or cooperative? To which entity out of the two organizations do temporary agency workers show higher level of affective organizational commitment and what would be the antecedents of temporary agency workers' organizational commitment?*

## 2. Studies on organizational commitment

According to Allen and Meyer (1990), there are three dimensions in employees' organizational commitment: normative, continuance (or calculative) and affective commitment. Normative commitment is an employee's moral attachment to an organization which is connected to a sense of obligation to stay for the organization (Allen & Meyer, 1990; Van Breugel et al, 2005). It is proposed that this comes from an individual's general moral standards based on one's pre- and post-experiences in an organization (Allen & Meyer, 1990). Continuance commitment is an employee's calculative attachment to an organization that stems from cost of workplace transference which prevents an employee from leaving an organization (Allen & Meyer, 1990; Van Breugel et al, 2005). It is mainly derived from an individual's efforts to be a member of an organization and perception on the lack of alternatives to transfer into another organization (Allen & Meyer, 1990). Affective commitment is an individual's affective or emotional attachment to an organization which is related to the voluntary aspect of employment (Allen & Meyer, 1990; Håkansson & Isidorsson, 2012). It is proposed that affective commitment is strongly related to an individual's happiness as a member of an organization (Allen & Meyer, 1990).

The three dimensions of organizational commitment are usually conceptualized to be correlated rather than to be separated from each other (Meyer et al., 1989; Allen & Meyer, 1990; Morrows, 1993; Meyer & Allen, 1997; Van Breugel et al., 2005). Many studies on organizational commitment showed normative commitment and affective commitment have a significantly positive co-relationship with each other concerning their antecedents and outcomes and they mainly focused on affective commitment and continuance commitment (Van Breugel et al., 2005: 542). Some studies regarded affective commitment as attitudinal and continuance commitment as behavioral (McGee & Ford, 1987), whereas others indicated affective commitment is positively and continuance commitment is negatively related to job satisfaction (Meyer et al., 1989). Among the three dimensions, I am especially interested in affective commitment which is an employee's attitudinal emotional attachment and willingness to be involved to organizations, since it is regarded as the strongest dimension of organizational commitment that is related to the individual's job satisfaction and well-being as well as organizations' productivity (Torka and Schyns, 2007).

Previous studies on temps' organizational commitment have mostly been characterized as dual commitment: commitment to the agency and the user firm (Benson, 1998; Liden et al, 2003; Torka & Schyns, 2007; Håkansson & Isidorsson, 2012). They have usually turned to quantitative methods to explore temps' dual commitment. However, they have been controversial if temps' dual commitment is cooperative or competing. Some studies have argued temps' organizational commitment to the user firm and commitment to the agency are cooperative (Veitch & Cooper-Thomas, 2009; Connelly, Gallagher & Webster, 2011). They indicated there has been a positive relationship between commitment to the user firm and commitment to the agency and suggested that commitment to one organization might spill-over into and reinforce commitment to the other. Veitch and Cooper-Thomas (2009) showed that temps' organizational commitment to the two organizations is cooperative, and therefore the user firm and the agency can achieve greater level of organizational commitment from its temps by providing higher perceived organizational support (POS) activities without undermining organizational commitment to the other party. Connelly, Gallagher and Webster (2011) suggested temps' perceptions formed in one organization may spill over into and affect their commitment and behaviors to the other organization.

On the other hand, other studies have argued that temps' organizational commitment is mainly characterized by competing commitment either to the agency or to the user firm (Benson, 1998; Liden et al., 2003; Torka & Schyns, 2007; Håkansson & Isidorsson, 2012). Benson (1998) pointed out that temps' organizational commitment to the user firm was significantly more commonly observed than organizational commitment to the agency. Liden et al. (2003) showed that temps' commitment to the user firm positively affected the user firm managers' perception on temps' commitment to the user firm, whereas temps' commitment to the agency negatively influenced the user firm managers' perception on temps' commitment to the user firm. Torka and Schyns (2007) found that commitment to the user firm was common for temps who had over 6 months of tenure at the user firm, while none of workers expressed commitment to the agency. Håkansson and Isidorsson (2012)'s study showed that almost 60 percentage of the respondents were committed to at least one of the two organizations (most often, to user firms), whereas slightly more than 40 percentage were committed to none of them. The authors argued that one of the main aspects of temps' organizational commitment was competing commitment either to the agency or to the user firm.



### 3. Theories and hypotheses

#### *Social exchange theory*

Social exchange theory is one of the main theoretical frameworks in studying temps' dual commitment (Liden et al, 2003). This theory presupposes temps' actions at the user firm and at the agency can be explained by their perceptions on organizational supports from the user firm and from the agency. Therefore, it explains that temps tend to create relationships with the organizations that they perceive provide valuable resources such as monetary benefits, information and emotional supports (Liden et al., 2003; Cuyper et al., 2007; Seo & Lee, 2010). According to this theory, temps would be highly committed to the user or to the agency when they perceive that they are provided with fair and enough supports from the organization, especially compared with other workers in the organization and vice versa. Previous studies indicated employees usually tend to be more committed to organizations in exchange when they feel the organizations provide more valuable resources to themselves, although there would be individual differences how much level of organizational commitment they feel (ibid).

Regarding temps' dual commitment, many previous studies have showed that temps' organizational commitment to the user firm and to the agency would be cooperative rather than competing (Benson, 1998; McClurg, 1999; Liden et al. 2003; Connelly, Gallagher, & Gilley 2007; Veitch & Cooper-Thomas, 2009; Seo & Lee, 2010; Connelly, Gallagher & Webster, 2011). Among previous studies, Seo and Lee (2010) found the POS from the two organizations had positive influence on temps' organizational commitment in the Korean institutional settings. They indicated certain types of temps' POS from the agency and from the user firm (e.g. proper compensation for their career or for work accomplishments) were significantly related to temps' organizational commitment both to the user firm and to the agency. Seo and Lee's (2010) study implied that POS from one entity can positively affect organizational commitment to the other entity, which means that temps' dual commitment might be cooperative rather than competing. Based on the previous studies, it was presumed that temps' dual commitment would be cooperative in Korean context.

*Hypothesis 1: Affective organizational commitment to the user firm and to the agency would be cooperative.*

Concerning the level of organizational commitment to the user firm and to the agency, some studies have indicated temps would be more likely to be committed to the user firm than to the agency (Benson, 1998; Van Van Breugel et al., 2005; Torka & Schyns, 2007). Benson (1998) suggested temps' lower level of organizational commitment to the agency might be because there was lack of interaction between temps' and the agency, and temps' organizational commitment was mainly determined by their work experience at the user firm rather than by their employment relationship with the agency. Van Breugel et al. (2005) indicated temps' organizational commitment to the user firm was slightly but significantly higher than to the agency. Torka and Schyns' (2007) study showed that temps who had over six months' duration at the user firm were more likely to be committed to the user firm, while none of them expressed organizational commitment to the agency. Seo & Lee indicated that temps have higher possibility to be committed to the user firm than to the agency. The authors suggested it might be the results of power imbalance between the two organizations: stronger power of the user firm on temps-related decisions; as a result, temps might perceive

the agency's supports are outputs of the user firm's influence. Based on these studies, I assume as following:

*Hypothesis 2: Temps would show higher level of affective organizational commitment to the user firm than to the agency.*

Regarding antecedents of temps' organizational commitment, Liden et al. (2003) showed temps developed dual commitment to the user firm and to the agency and POS from the two entities was the most significant antecedent to temps' dual commitment, which was consistent with previous studies that high level of POS was significantly associated with overall employees' organizational commitment (Eisenberger et al, 1986; Randall et al, 1999; Moideenkutty et al, 2001). Van Breugel et al. (2005) indicated that POS from the agency (e.g. problem solving, career support and communication satisfaction) was positively related to temps' organizational commitment to the agency. Håkansson and Isidorsson (2012) also emphasized that the POS (e.g. satisfaction with information, satisfaction with contact with the agency, and satisfaction with training offered by the user firm or the agency) is an important antecedent to temps' organizational commitment to the agency. Founded on these studies, it was supposed temps' POS from the user firm and POS from the agency would respectively have a positive relationship with commitment to the user firm and commitment to the agency.

*Hypothesis 3a: POS from the user firm would have a positive relationship with affective organizational commitment to the user firm.*

*Hypothesis 3b: POS from the agency would have a positive relationship with affective organizational commitment to the agency.*

Agencies in Korea have often been reported to have much less influence on temps-related decisions than user firms because of their small size and weak power (Lim, 2007; Seo & Lee, 2010), e.g. 85 percent of agencies employed less than 100 temps in 2012 (MEL, 2013). Furthermore, agencies have often been criticized by temps to provide poor organizational supports once temps were allocated to user firms (Lim, 2007; Seo & Lee, 2010). Seo and Lee's (2010) study showed that temps had more possibility to perceive the user firm has stronger power on work-related decisions and the user firm provides higher organizational supports to temps. Based on these studies, it was suggested that temps in Korea would perceive that the user firm provides higher level of organizational supports than the agency does.

*Hypothesis 4: Temps would perceive that the user firm provides higher level of organizational supports than the agency does.*

Concerning employees' duration at the user firm and at the agency, there have been controversies about their effect on organizational commitment. Allen and Meyer (1990) indicated that duration at an organization tends to be significantly related to an employee's organizational commitment. Van Breugel et al. (2005) suggested that duration at the agency has a significantly positive relationship with organizational commitment to the agency. Torka and Schyns (2007) pointed out that temps who had over six months' duration at the user firm commonly showed organizational commitment to the user firm, while none expressed organizational commitment to the agency. Håkansson and Isidorsson (2012) argued duration at the user firm and at the agency might not be significant variables, even though duration at the user firm seemed to increase organizational commitment to the user firm and decrease

organizational commitment to the agency. The authors' argument was based on that temps who had only over one year's duration at the present assignment showed significantly lower level of commitment to the agency, while showing no significant difference in commitment to the user firm. In total, I suppose as following:

*Hypothesis 5a: Long duration at the user firm would be related to high affective organizational commitment to the user firm.*

*Hypothesis 5b: Long duration at the agency would be related to high affective organizational commitment to the agency.*

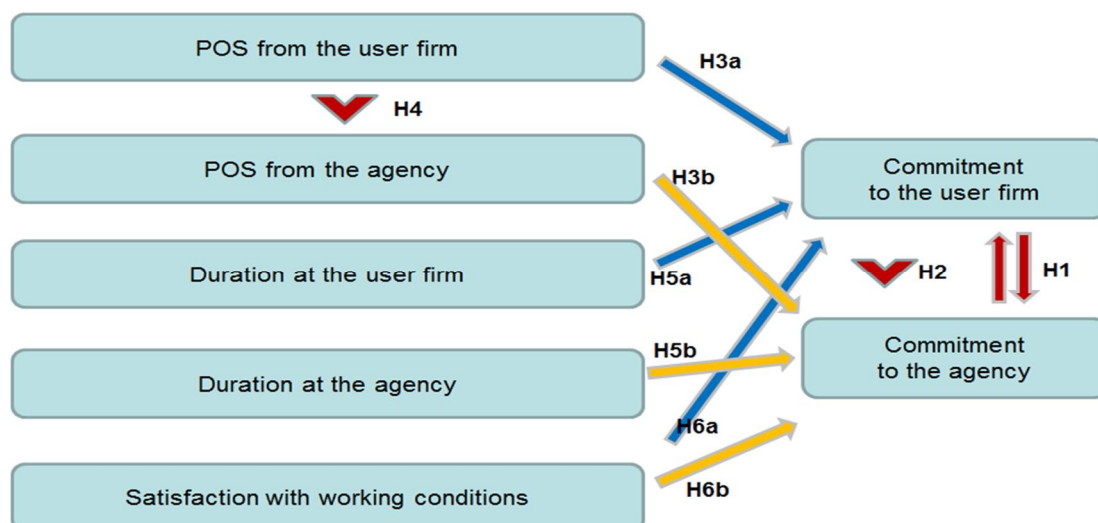
Regarding the relationship between satisfaction with working conditions and temps' organizational commitment, Cuyper et al. (2009) showed that job security is positively related to the temps' organizational commitment. Håkansson and Isidorsson (2012) suggested that satisfaction with employment security and pay significantly affect temps' organizational commitment: temps who were satisfied with their pay had higher tendency to be committed to the agency; temps who were satisfied with employment security were likely to be more committed to the agency, whereas less committed to the user firm. The authors also pointed out that satisfaction with job influence and job challenge had positive relationship with commitment to the user firm, while having no relationship with commitment to the agency. Based on their studies, it was presumed that temps' satisfaction with working conditions would be significantly related to organizational commitment.

*Hypothesis 6a: Satisfaction with working conditions would have a positive relationship with affective organizational commitment to the user firm.*

*Hypothesis 6b: Satisfaction with working conditions would have a positive relationship with affective organizational commitment to the agency.*

In total, factors influencing temps' affective organizational commitment to the user firm and to the agency were hypothesized as the following diagram 1.

**Diagram 1. The developed model**



## **4. Methodology**

### **4.1. Quantitative approach**

In this study, I take a quantitative approach, since I am mainly interested in the different patterns of temps' affective organizational commitment to the user firm and to the agency and their antecedents. Quantitative research explaining special aspects of temps' dual commitment in a descriptive way would be the best method for this study. Especially, the online survey would be the most appropriate approach, since it does not only allow the productions of descriptive statistics that are representative of the whole study population at a very low cost (Hakim, 2000), but also secure high validity and reliability by protecting potential influence from relevant bodies such as the user firm or the agency's managers.

### **4.2. Data collection**

Data was collected by two different routes. On the one hand, using a bulletin board of an Internet Forum, I posted a survey introduction letter containing a hyperlink to an online survey for two weeks. On the other hand, I chose an online survey agency and distributed the questionnaire to around 600 temporary workers in the Seoul metropolitan area where most of temps are concentrated. In the second method, I used a screening questionnaire before the main survey to heighten reliability of responses. It was because the second group had relatively higher probability that non-temps participate in and manipulate the survey than the first group, since the survey panels receive some incentives from the survey agency. Therefore, the main survey questionnaire was only distributed when a respondent answered correctly in the screening questionnaire. The screening questionnaire has two questions and they are as following:

1. Do you have a work experience as a temporary agency worker?
2. If so, by whom have you mainly been supervised about your work assignment?

Respondents who answered "yes" in the first question and "user firm" in the second question were regarded as temps according to the definition of temporary agency work.

In total, 141 temps responded to the survey during two weeks of time: 41 from the Internet Forum and 100 from the online survey agency. The reason that I chose these routes was because it was extremely hard to pick up a random sample to represent overall Korean temps, since there is no central register for temps in Korea.

### **4.3. Survey questionnaire**

Dependent variables in this study are 'commitment to the user firm' and 'commitment to the agency'. The questionnaire was elaborated to figure out special aspects of the dependent variables and its antecedents, based on the hypotheses and the developed model. A modified version of Allen and Meyer's (1990) organizational commitment questions (see the table 4) and the following variables (see the table 1) were included in the questionnaire to test the developed model (see the appendix 8.1 for the whole questionnaire).

**Table 1. Other variables for testing the model**

Category	Variable
POS from the user firm	efforts on agency worker's concerns to be heard efforts on providing information to agency workers efforts on helping career development efforts on providing supports on work-related problems efforts on providing opportunity to attend training or courses efforts on communication with agency workers
POS from the agency	efforts on agency worker's concerns to be heard efforts on providing information to agency workers efforts on helping career development efforts on providing supports on work-related problems efforts on providing opportunity to attend training or courses efforts on communication with agency workers
duration at the user firm	duration at the user firm
duration at the agency	duration at the agency
satisfaction with working conditions	satisfaction with pay satisfaction with employment security satisfaction with job influence satisfaction with job challenge satisfaction with supervisor contact Satisfaction with fair treatment in terms of pay Satisfaction with fair treatment in terms of work distribution
employment type	Industry contract type
personal background	Gender Age Education

The questionnaire is composed of 30 questions. First nine questions were designed to measure temps' organizational commitment. They were stemmed from a transformed version of the Allen and Meyer's (1990) organizational commitment questions which was elaborated by Håkansson and Isidorsson' (2012: 189). The authors asked the Allen and Meyer's (1990) four questions respectively to the agency and to the user firm, and added one more question about gladness to accept an open-ended contract at the user firm. Therefore the organizational commitment questions are consisted of four questions about temps' emotional attachment to the agency and five questions to the user firm. The nine questions have five response alternatives: '(1) strongly agree', '(2) slightly agree', '(3) neither agree nor disagree', '(4) slightly disagree', and '(5) strongly disagree'.

The questionnaire has seven questions to examine if they are satisfied with their working conditions. I asked if they are satisfied with: (1) pay, (2) employment security, (3) job influence, (4) job challenge, (5) contact with supervisors, (6) fair treatment in terms of pay

and (7) fair treatment in terms of work distribution. These seven questions have the same five alternatives with the previous nine questions.

The questionnaire also has one emotional attachment question to examine to which organization respondents are mostly committed and six POS questions to choose one organization that respondents think provides more organizational supports to them. In the six POS questions, it was asked which organization the respondents think does more efforts on: (1) their concerns to be heard; (2) providing information; (3) helping career development; (4) providing supports on problem solving; (5) providing opportunity to attend training or courses, and; (6) communication with the respondents. In the last part of the questionnaire, seven questions about the respondent's personal information were asked, i.e. industry, contract type, gender, age, education, duration at the agency and duration the user firm.

#### **4.4. Demographic aspects**

The table 2 shows demographic aspects of the survey respondents. It is somewhat different from official data in the Statistics in Korea. The percentages of assistance office workers and customer service workers are similar in this survey, while the latter is around four times higher than the former in the official statistics. In addition, duration at the user firm is also different. The majority of the survey respondents had 6 to 12 months' duration, while temps in the official statistics had less than 6 months' duration at the user; the ratio of the survey respondents who have over 5 years' of duration at the user firm was the percentage of 8.5, while zero in the official statistics. Regardless of these differences, the survey respondents can still be meaningful to understand overall temps in Korean industry in general, since industry ratios of this survey and the official statistics are very similar to each other besides the customer service, and there are also some failures in the statistics with regard to temps' duration at the user firm. Even though the statistics say no temps had worked for the same user firm for over 2 years according to the maximum legal duration, its violation cases are often reported in reality. For example, Hyundai Motors admitted to the illegal use of temps and promised to convert 3,000 temporary workers to permanent workers in November 2012 (Kim & Kim, 2012.11.14) and E-mart, a Korean retail conglomerate, has been reported by the Labor Ministry in February 2013 that it illegally use around 2,000 temps (Kim, 2013.03.04).

**Table 2. Demographic aspect of the survey respondents**

		Number	Percentage
Gender	Male	81	57%
	Female	60	43%
Age	under 30	68	48%
	30-39	49	35%
	40-49	16	11%
	50-59	6	4%
	over 59	2	2%
Education	post-secondary	33	23%
	university graduate	100	71%
	Postgraduate	8	6%
Contract	fixed-term	76	54%
	open-ended	65	46%
Industry	customer service	36	25%
	office work assistance	32	23%
	Manufacturing	22	16%
	IT	18	13%
	Security	10	7%
	Transportation	5	4%
	Cleaning	3	2%
	Others	15	10%
duration at the agency	less than 6 months	38	27%
	6-12 months	43	31%
	1-5 years	48	34%
	more than 5 years	12	8%
duration at the user firm	less than 6 months	34	24%
	6-12 months	51	36%
	1-5 years	44	31%
	more than 5 years	12	9%

**4.5. Data analysis**

The gathered data from two different routes were merged in an MS Excel file to figure out general patterns and to do further analysis with the SPSS. Firstly, concerning the modified version of Allen and Meyer's (1990) commitment questions, the principle components analysis using the Varimax rotated factor analysis was performed to examine the nature of temps' dual commitment: competing or cooperative. Secondly, in the emotional attachment question and the six POS questions, the response ratios of each alternative were compared in testing: (1) to which organization the respondents are mainly committed, and; (2) from which

organization the respondents perceive they are provided with organizational supports. My original intention was to use the modified Allen and Meyer's questions for the first test but it turned out to be impossible because there were no division of commitment to the user firm and to the agency in the questions. Therefore, as an alternative, I used the emotional attachment question that I directly asked to which organization the respondents feel emotionally attached for the first test.

Thirdly, for the similar reason above, the emotional attachment question was also used to create two dependent variables, i.e. commitment to the user firm and commitment to the agency, for further analysis. When the respondents were asked about commitment to the user firm and to the agency without taking a stand for one organization, there seemed to be no clear correlations between their organizational commitment and related factors. Korean temps seemed to be committed both to the user firm and to the agency. However, when the respondents were asked to choose one out of 'user firm, agency, both of them and none of them', there seemed to be clear correlations between the respondents' commitment to the user firm or the agency and its related factors. Therefore, instead of the modified version of Allen and Meyer's organizational questions, the emotional attachment question was used in testing the main object of temps' organizational commitment and creating dependent variables to figure out clearer correlations.

Fourthly, new variables were created by transforming the existing emotional attachment variable and the POS variables (see table 3). Respondents who answered 'both of them' or 'none of them' in the emotional attachment question were deleted from the data set to get rid of their interventions to commitment to the user firm or commitment to the agency. After that, 'Commitment to the user firm/agency' and 'POS from the user firm/agency' were formed by keeping the alternative 'user firm/agency' the same and merging the other alternatives into 'others'. Therefore, 'commitment to the user firm/agency' and 'POS from the user firm/agency' respectively means that 'only commitment to the user firm/agency' and 'only POS from the user firm/agency'. In addition, alternatives having relatively low frequencies were merged together to escalate the significance (see the appendix 8.6).

**Table 3. Creation of new variables**

Old variable		New variables	
Name	Alternatives	Name	Alternatives
Emotional attachment	1. user firm 2. agency	Commitment to the user firm	0. others 1. user firm
		Commitment to the agency	0. others 1. agency
POS	1. user firm 2. agency 3. both of them	POS from the user firm	0. others 1. user firm
		POS from the agency	0. others 1. agency

Fifthly, a series of cross tabulations analysis were conducted to calculate Phi values and examine correlations between independent variables and dependent variables. Based on the results of the cross tabulations analysis, logistic regression analysis was executed to get a



deeper understanding of the influence of the independent variables. According to Hosmer and Lemeshow (2000), regression analysis has been an integral method of data analysis in describing the relationship between the independent variables and the dependent variables. Especially, logistic regression analysis has been one of the most powerful methods to predict the outcomes of independent variables with regard to the nominal-level dependent variables.

#### **4.6. Validity and reliability**

A study's validity and reliability are related to decisions taken along the way, regarding collecting and interpreting the data in order to arrive at accurate conclusions. Therefore some measures should be taken from the research design to the interpretation stage to ensure a study's validity and reliability (Yin, 2011). First, I took the online survey method in the research designing stage. One of the advantages of survey method is its transparency accountability – the fact that the used methods and procedures can easily be visible and accessible to other people (Hakim, 2000). Especially the online survey method would minimize the probability of direct or indirect influence from user firms or agencies. If user firms or agencies are used to distribute or gather the questionnaire from their temps, it is possible that temps would not only answer the questions in favor of their user firm or agency for fear of being monitored, but user firms or agencies could also manipulate the answers for their favors. Second, in the survey conducting stage, I used a screening questionnaire for a certain group before the main survey to reduce the risk of data manipulation. Third, in the data interpretation stage, I turned to the SPSS program and tried to follow verified methods by previous studies.

#### **4.7. Ethical consideration**

All research is required to take into consideration ethical issues and its impacts on the field (Hakim, 2000). Therefore, all the survey respondents and the manager of the Internet Forum were informed of: (1) the purpose of the survey; (2) confidentiality of personal information, and; (3) the fact that the gathered data would only be used for the specified research purpose. This information was published on the survey introduction letter and the introduction section of the survey questionnaire.

#### **4.8. Limitation**

A limitation of this study is related to the survey method itself. The survey normally involves a structured questionnaire which necessarily obtains a lesser depth and quality of information than an in-depth interview or focus group (Hakim, 2000). Therefore, a qualitative research design would be more proper to get deeper understanding of temps' dual commitment.

Another limitation is related to sampling method. This is not a random sample survey since the respondents came from a single Internet forum or a survey agency panels. Therefore, the survey respondents have some probability of being influenced by the same forum culture or manipulating the data by falsely participating in the survey for financial incentives. Regardless of these limitations, the results of this study would still be useful in explaining temps dual commitment, since the validity and reliability were generally secured by, for example, a screening questionnaire.

## 5. Results

### 5.1. Nature of temps' dual commitment: Competing or Cooperative?

The nature of temps' different level of organizational commitment to the user firm and to the agency was examined by the modified version of Allen and Meyer's organizational commitment questionnaire. A principle components analysis using the Varimax rotated factor analysis was performed for the nine organizational commitment questions. The result (see the table 4) showed that there were two different dimensions: 'dimension 1' for the first seven questions and 'dimension 2' for the last two questions. The dimension 1 was named 'strong commitment', since the respondents' organizational commitment to the user firm or/and to the agency was strong; the dimension 2 was named 'volatile commitment', since the respondents' organizational commitment was volatile between to the user firm/agency and to other organizations.

The result implied that the respondents' commitment to the user firm and commitment to the agency are positively related to each other, which means that they are cooperative rather than competing. It was based on that the first seven values in the strong commitment (four questions to measure commitment to the user firm and three questions to measure commitment to the agency) were significantly high compared with the other two values, which suggests that the first seven values were positively correlated with each other; if the respondents' organizational commitment can be competing, there should be at least two different dimensions in the strong commitment dimension: e.g. 'commitment to the user firm' and 'commitment to the agency'. However, there was no division in the strong commitment dimension, which indirectly shows that they are cooperative. Furthermore, strong Cronbach Alpha value of the dimension 1 also indicated that the seven questions were positively correlated (see it is 0.806). Based on these analyses, the hypothesis 1 that 'affective organizational commitment to the user firm and to the agency would be cooperative' was accepted.

**Table 4. Organizational commitment to the user firm and to the agency (Principle Component Analysis)**

	Component	
	1	2
I enjoy discussing my user firm with people outside it.	.753	.097
I would be very happy to spend the rest of my career with my user firm.	.766	.264
I would gladly accept an open-ended contract at my present user firm.	.745	.202
I really feel as if this user firm's problems are my own.	.768	.201
I enjoy discussing my temporary work agency with people outside it.	.705	.246
I would be very happy to spend the rest of my career with my temporary work agency.	.662	.255
I really feel as if this temporary work agency's problems are my own.	.668	.395
I think that I could easily become as attached to another organization as I am to this user firm.	.265	.849
I think that I could easily become as attached to another organization as I am to this temporary work agency.	.218	.904

### 5.2. Main organization of affective organizational commitment

The emotional attachment question that I directly asked to which organization the respondents feel emotionally attached was utilized to examine the main object of the respondents' organizational commitment. The result showed much higher number of respondents felt emotionally attached to the user firm than to the agency, when they were asked to choose one of the alternatives (see the table 5). Therefore, the hypothesis 2 that 'temps would show higher level of affective organizational commitment to the user firm than to the agency' was accepted based on this result.

**Table 5. The emotional attachment question**

Which company do you feel emotionally attached to?		
Alternatives	Number	Percentage
user firm	61	43.3%
temporary work agency	25	17.7%
Similar	29	20.6%
none of them	26	18.4%
<b>Total</b>	<b>141</b>	<b>100%</b>

### 5.3. Antecedents of affective organizational commitment

In the POS questions, it was examined that from which organization between the user firm and the agency the respondents perceive they are provided with higher organizational supports, based on the social exchange theory. The results showed POS from the user firm was much higher than POS from the agency (see the table 6). In all the six questions, the number of respondents who chose the user firm was a lot higher than the agency. Especially, concerning the 'helping career development' and the 'opportunity to attend training or courses', more than double number of respondents chose the user firm instead of the agency. Based on these results, the hypothesis 4 that 'temps would perceive that the user firm provides higher level of organizational supports than the agency does' was accepted.

**Table 6. Results of the POS questions**

Q18. Which company, do you think, makes more efforts to make sure that agency workers' concerns are heard before job decisions are made?		
Alternatives	Percentage	Number
user firm	46.1%	65
temporary work agency	24.8%	35
Similar	29.1%	41
<b>Total</b>	<b>100%</b>	<b>141</b>

**Q19. Which company, do you think, provides more information when requested by agency workers?**

Alternatives	Percentage	Number
user firm	39.0%	55
temporary work agency	32.6%	46
Similar	28.4%	40
<b>Total</b>	<b>100%</b>	<b>141</b>

**Q20. Which company appears to make more efforts to help you develop your career?**

Alternatives	Percentage	Number
user firm	46.1%	65
temporary work agency	19.9%	28
Similar	34.0%	48
<b>Total</b>	<b>100%</b>	<b>141</b>

**Q21. When you have problems at your work, which company do you think provides more supports to solve them?**

Alternatives	Percentage	Number
user firm	41.1%	58
temporary work agency	29.1%	41
Similar	29.8%	42
<b>Total</b>	<b>100%</b>	<b>141</b>

**Q22. Which company, do you think, provides more opportunity to attend training or courses to improve your work competences?**

Alternatives	Percentage	Number
user firm	51.0%	72
temporary work agency	21.3%	30
Similar	27.7%	39
<b>Total</b>	<b>100%</b>	<b>141</b>

**Q23. Which company, do you think, communicates with you more often?**

Alternatives	Percentage	Number
user firm	49.7%	70
temporary work agency	26.2%	37
Similar	24.1%	34
<b>Total</b>	<b>100%</b>	<b>141</b>

#### **5.4. Relationship between antecedents and commitment to the user firm or to the agency**

Phi values were used to investigate the relationship between the antecedents and the commitment to the user firm or to the agency, since it allows measure of correlation between two nominal-level variables (Acock & Stavig, 1979). Phi values were calculated by a series of cross tabulations analysis between the independent variables and the dependent variables (see the table 7). The results showed that POS from the user firm variables had significantly positive relationship with commitment to the user firm (see \*1=0.436, \*2=0.390, \*3=0.338, \*4=0.337, \*5=0.436, \*6=0.430 and their p values are below 0.05). Similarly, the results also indicated that POS from the agency variables had strong positive correlations with commitment to the agency (see \*7=0.391, \*8=0.369, \*9=0.460, \*10=0.384, \*11=0.373, \*12=0.481 and their p values are below 0.05). In total, these results showed that Phi values between POS from the user firm/agency variables and commitment to the user firm/agency were significantly higher than the others. Based on these analyses, the hypothesis 3a that 'POS from the user firm would have a positive relationship with affective organizational commitment to the user firm' and the hypothesis 3b that 'POS from the agency would have a positive relationship with affective organizational commitment to the agency' were accepted.

The results showed that POS from the user firm and POS from the agency respectively had significantly negative correlations with commitment to the agency and commitment to the user firm (see their Phi values are -0.337 or below, and their p values are below 0.05). Thus it seemed that commitment to the user firm and commitment to the agency might be competing rather than cooperative, which means that temps' commitment to one organization would undermine their commitment to the other organization. However, the competing aspect of temps' organizational commitment seems to be a natural outcome of this method to select one out of the two organizations. When respondents are asked to choose one out of the two organizations that provides higher POS, respondents' choice in one organization (e.g. the user firm) would reduce the ratio of the other organization (e.g. the agency) from the whole respondents. Therefore, respondents' choice in one organization that provides higher POS would result in undermining commitment to the other organization.

In addition to these variables, satisfaction with job influence, satisfaction with supervisor contact, industry and gender had moderate relationships with commitment to the user firm or to the agency (see their Phi values are over 0.250 or p-values are below 0.100). On the other hand, contract type, age, education, duration at the agency and duration at the user firm did not have significant relationships with the respondents' commitment to the user firm or to the agency (see their Phi values are low or p values are high). Based on these results, the hypothesis 5a that 'long duration at the user firm would be related to high affective organizational commitment to the user firm' and the hypothesis 5b that 'long duration at the agency would be related to high affective organizational commitment to the agency' were rejected.

**Table 7. Phi values between the independent and the dependent variables (Cross tabulations analysis)**

Variables	Commitment to the user firm	Commitment to the agency
satisfaction with pay	0.157	0.157
satisfaction with employment security	0.139	0.139
satisfaction with job influence	0.256 <sup>+</sup>	0.256 <sup>+</sup>
satisfaction with job challenge	0.071	0.071
satisfaction with supervisor contact	0.283 <sup>++</sup>	0.283 <sup>++</sup>
discrimination in terms of pay	0.206	0.206
discrimination in terms of work distribution	0.166	0.166
<b>POS from the user firm</b>		
efforts on temps' concerns to be heard	0.436 <sup>++*1</sup>	- 0.436 <sup>++</sup>
efforts on providing information	0.390 <sup>++*2</sup>	- 0.390 <sup>++</sup>
efforts on helping career development	0.338 <sup>++*3</sup>	- 0.338 <sup>++</sup>
efforts on providing supports on solving problems	0.337 <sup>++*4</sup>	- 0.337 <sup>++</sup>
efforts on providing opportunity to attend training or courses	0.436 <sup>++*5</sup>	- 0.436 <sup>++</sup>
efforts on communication with temps	0.430 <sup>++*6</sup>	- 0.430 <sup>++</sup>
<b>POS from the agency</b>		
efforts on temps' concerns to be heard	- 0.391 <sup>++</sup>	0.391 <sup>++*7</sup>
efforts on providing information	- 0.369 <sup>++</sup>	0.369 <sup>++*8</sup>
efforts on helping career development	- 0.460 <sup>++</sup>	0.460 <sup>++*9</sup>
efforts on providing supports on solving problems	- 0.384 <sup>++</sup>	0.384 <sup>++*10</sup>
efforts on providing opportunity to attend training or courses	- 0.373 <sup>++</sup>	0.373 <sup>++*11</sup>
efforts on communication with temps	- 0.481 <sup>++</sup>	0.481 <sup>++*12</sup>
Industry	0.261	0.261
contract type	- 0.041	0.041
Gender	0.201 <sup>+</sup>	- 0.201 <sup>+</sup>
Age	0.051	0.051
Education	0.193	- 0.193
duration at the agency	0.163	0.163
duration at the user firm	0.137	0.137

'+' = 'p<0.1', '++' = 'p<0.05'

Logistic regression analysis was performed based on the results of the cross tabulations analysis to interpret the relationship between the independent and dependent variables (see the table 8). Independent variables whose Phi values are over 0.250 or p values are below 0.100 toward at least one of the two dependent variables were included in the logistic regression analysis.

**Table 8. Factors affecting temps commitment to the user firm and to the agency (Odds Ratio, Logistic regression analysis)**

		<b>Commitment to the user firm</b>	<b>Commitment to the agency</b>
<b>Perceived Organizational Supports</b>			
efforts on temps' concerns to be heard	Agency	1	1
	Similar	4.000 <sup>+</sup>	0.250 <sup>+</sup>
	User firm	9.214 <sup>++</sup>	0.109 <sup>++</sup>
efforts on providing information	Agency	1	1
	Similar	2.833	0.353
	User firm	7.862 <sup>++</sup>	0.127 <sup>++</sup>
efforts on helping career development	Agency	1	1
	Similar	1.375	0.727
	User firm	10.312 <sup>++</sup>	0.097 <sup>++</sup>
efforts on providing supports on solving problems	Agency	1	1
	Similar	1.600	0.625
	User firm	7.600 <sup>++</sup>	0.132 <sup>++</sup>
efforts on providing opportunity to attend training or courses	Agency	1	1
	Similar	4.643 <sup>++</sup>	0.215 <sup>++</sup>
	User firm	10.214 <sup>++</sup>	0.098 <sup>++</sup>
efforts on communication with temps	Agency	1	1
	Similar	1.867	0.536
	User firm	14.000 <sup>++</sup>	0.071 <sup>++</sup>
<b>Satisfaction with working conditions</b>			
satisfaction with job influence	Yes	1.533	0.652
	Neither yes nor no	4.480 <sup>++</sup>	0.223 <sup>++</sup>
	No	1	1
satisfaction with supervisor contact	Yes	0.167 <sup>++</sup>	6.000 <sup>++</sup>
	Neither yes nor no	0.371	2.692
	No	1	1
<b>Industry</b>			
customer service		1	1
assistance office worker		1.316	0.731
Manufacturing		0.276 <sup>+</sup>	3.619 <sup>+</sup>
IT		1.158	0.864
Others		0.695	1.439
<b>Gender</b>			
Female		1	1
Male		0.399 <sup>+</sup>	2.504 <sup>+</sup>

'+' = 'p<0.1', '++' = 'p<0.05'

According to the analysis, POS from the user firm and from the agency are likely to be the most significant antecedents to increasing temps' level of affective organizational commitment to the user firm and to the agency respectively. The analysis showed that every POS variables from the user firm and from the agency had a significantly strong relationship with commitment to the user firm and to the agency. In other words, commitment to the user firm or the agency was significantly increased by the respondents' level of POS from the user firm or the agency and vice versa.

The respondents' satisfaction with job influence and satisfaction with supervisor contact had a significantly positive relationship with commitment to the user firm or to the agency. Satisfaction with job influence tended to increase the respondents' commitment to the user firm, while decreasing commitment to the agency. This implies that temps would be more easily committed to the user firm if they are satisfied with their job influence. On the contrary, satisfaction with supervisor contact tended to enrich the respondents' commitment to the agency, while damaging commitment to the user firm. This indicates that temps would be more easily committed to the agency in case they are satisfied with supervisor contact. The results implied that some of 'satisfaction with working conditions' variables have a positive relationship with commitment to the user firm or to the agency, whereas others do not. Therefore, based on the analysis, the hypothesis 6a that 'satisfaction with working conditions would have a positive relationship with affective organizational commitment to the user firm' and the hypothesis 6b that 'satisfaction with working conditions would have a positive relationship with affective organizational commitment to the agency' was partly accepted.

Industry did not seem to be a very important factor in deciding the respondents' level of commitment to the user firm or to the agency. Only respondents in the manufacturing industry showed significantly lower level of commitment to the user firm, while showing higher level of commitment to the user firm. Gender was likely to a significant factor in organizational commitment to the user firm and to the agency. Male respondents showed significantly lower level of commitment to the user firm but higher level of commitment to the agency.

**Table 9. Results of testing the hypotheses**

	<b>Hypothesis</b>	<b>Accepted/ Rejected</b>
Hypothesis 1	Affective organizational commitment to the user firm and to the agency would be cooperative.	Accepted
Hypothesis 2	Temps would show higher level of affective organizational commitment to the user firm than to the agency.	Accepted
Hypothesis 3a	POS from the user firm would have a positive relationship with affective organizational commitment to the user firm.	Accepted
Hypothesis 3b	POS from the agency would have a positive relationship with affective organizational commitment to the agency.	Accepted
Hypothesis 4	Temps would perceive that the user firm provides higher level of organizational supports than the agency does.	Accepted
Hypothesis 5a	Long duration at the user firm would be related to high affective organizational commitment to the user firm.	Rejected
Hypothesis 5b	Long duration at the agency would be related to high affective organizational commitment to the agency.	Rejected
Hypothesis 6a	Satisfaction with working conditions would have a positive relationship with affective organizational commitment to the user firm.	Partly accepted
Hypothesis 6b	Satisfaction with working conditions would have a positive relationship with affective organizational commitment to the agency.	Partly accepted



## 6. Discussion and Conclusions

The aim of this study was to investigate if temps' affective organizational commitment to the user firm and commitment to the agency are competing or cooperative, to which organization temps are mainly committed and the antecedents of temps' organizational commitment. My analysis supported that temps' organizational commitment to the user firm and to the agency would be generally cooperative. The principle component analysis on the modified version of Allen and Meyer's (1990) questionnaire showed that temps' organizational commitments to the two entities are closely related to each other and they are likely to be cooperative. My analysis also showed that temps' POS from the user firm and POS from the agency would respectively be the most significant antecedents to their commitment to the user firm and to the agency. This is also in line with the argument of the social exchange theory that temps tend to create organizational commitment to the organizations in return that they perceive provide valuable resources (Liden et al., 2003; Cuyper et al., 2007; Seo & Lee, 2010). A series of cross tabulations analysis showed that there are strong correlations between POS from the user firm/agency variables and commitment to the user firm/agency, and these relationships were verified by logistic regression analysis.

The fact that temps' commitment to the user firm and commitment to the agency have a positive relationship with each other gives an important implication both to the user firm and to the agency: one entity's supports on its temps could not only play an important role in heightening temps' commitment to the entity itself but also to the other closely-related entity. According to my analysis based on the social exchange theory, this finding generally means that temps' POS from one organization, e.g. efforts on temps' concerns to be heard, efforts on providing information and efforts on providing supports on solving problems, can spill over into and positively affect their commitment to the other organization as well as commitment to the organization itself. This also suggests that both the user firm and the agency can achieve greater level of organizational commitment from its temps without undermining commitment to the other organization. Therefore, both the user firm and the agency are desirable to keep the holistic perspective that temps' commitment to the user firm and to the agency have intimate relationship with each other and should closely cooperate in taking POS practices.

On the other hand, cross tabulations analysis and logistic regression analysis indicated temps' commitment to the user firm and commitment to the agency are competing under specific conditions. When temps are asked to choose one organization they are mostly committed to, commitment to the user firm and commitment to the agency are more likely to be competing than cooperative. However, it does not necessarily mean that temps' dual commitments would be competing when they do not need to choose one of the two organizations. As is mentioned already, the principle component analysis showed that Korean temps seem to be committed both to the user firm and to the agency, which means that commitment to the user firm and commitment to the agency are cooperative, when temps are not asked to choose one of the two entities.

Some other factors also turned out to be significant antecedents to temps' organizational commitment to the user firm or to the agency. Satisfaction with job influence or supervisor contact is likely to be positively influencing temps' organizational commitment to the user firm or to the agency, whereas satisfaction with financial factors or employment security, e.g. pay, employment types and job security, is not. These results might be because temps already

expect relatively lower level of financial compensations or job security when they take the temporary agency work; nevertheless, concerning other factors, they still expect fair treatments from their organizations. From the social exchange theory's perspective, it seems that temps would not show significant difference in their level of organizational commitment, even though they perceive that they are not provided with enough organizational supports in terms of pay or employment security; on the other hand, temps would be more significantly committed to the user firm or to the agency in return, when they perceive they are supplied with organizational supports from the user firm or the agency in terms of job influence or supervisor contact.

Industry is not likely to be a strong factor in temps' commitment to the user firm or to the agency. Workers in the manufacturing industry only showed significant difference in the level of commitment to the user firm and to the agency; they are highly likely to be committed to the agency rather than to the user firm. Therefore, both the user firm and the agency should remember the manufacturing workers' special pattern of organizational commitment and try to provide them with enough organizational supports to increase organization commitment. Gender is likely to affect temps' organizational commitment to the user firm and to the agency significantly. Male workers have a high possibility to be more committed to the agency and to be less committed to the user firm than female workers.

In conclusion, temporary agency workers' affective organizational commitment to the user firm and to the agency would be cooperative rather than competing in the Korean institutional settings. Temporary agency workers tend to show higher level of affective organizational commitment to the user firm than to the agency. Perceived organizational supports from the user firm and from the agency respectively have a significantly positive relationship with affective organizational commitment to the user firm and to the agency, which is consistent with the social exchange theory. Above all, my analysis indicates that an organization's non-financial supports would do more significantly affect temporary agency workers' affective organizational commitment than financial supports do.

### ***Further studies***

Expectancy was implied to play an important role in temps' affective organizational commitment. According to the expectancy theory that utilizes the exchange concept to explain individuals' decision making processes in an organization (Scholl, 1981), expectancy can be explained as the perceived probability that will leads to temps' specific behaviors. Expectancy theory explains that people will engage in certain behaviors if they perceive that there is high probability in eventually leading to valued rewards (ibid). With combining expectancy theory and social exchange theory, temps are more likely to be committed to their organizations when they expect that there is high possibility for valuable resources in the future. Therefore, it would be an interesting research topic to examine relationship between temps' expectancy on organizational supports and their organizational commitment.

This study only focused on the temps' voluntary aspects of organizational commitment, i.e. affective organizational commitment. However, calculative dimension of organizational commitment was also implied to have meaningful relationship with temps' different level of organizational commitment to the user firm and to the agency. Seo and Lee (2010) suggested that temps' higher commitment to the user firm might be related to temps' perception on power differences between the agency and the user firm: the agency's considerably weaker authority on temps-related decisions than the user firm. My analysis also indicated that

agencies in South Korea have considerably weaker power on temps-related decision making than user firms. As a result, temps might perceive that organizational supports from the agency are not so much influential compared with those from the user firm; therefore temps' calculation about the power difference between the agency and the user firm might lead temps to lower level of organizational commitment to the agency. In total, based on the power relationship perspective, I suggest that the calculative dimension of temps' dual commitment would be worthy of further studies.

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## 8. Appendix

### 8.1. The Organizational Commitment Questionnaire

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#### Introduction

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**Please participate in this survey only in case you have work experience as a temporary agency worker!**

The objective of this survey is to investigate organizational commitment of temporary agency workers. The gathered data from this survey will be used as a valuable resource in improving agency workers' well-being by understanding their organizational commitment; Participants in the survey will be kept completely confidential and the data will be used for this research only. Therefore, you are strongly encouraged to participate in this survey if you have work experience as an agency worker.

Please answer the following questions by checking the most appropriate one out of the given alternatives that follow the each question. If you do not work as an agency worker at the moment, answer the questions based on your most recent work experience.

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#### Definition of words

- Temporary work agency: the agency which hires out temporary agency workers
  - User firm: the firm that uses temporary agency workers, that is the firm where you perform your work
- 

(Part 1)

1. I enjoy discussing my user firm with people outside it.
2. I would be very happy to spend the rest of my career with my user firm.
3. I would gladly accept an open-ended contract at my present user firm.
4. I really feel as if this user firm's problems are my own.
5. I enjoy discussing my temporary work agency with people outside it.
6. I would be very happy to spend the rest of my career with my temporary work agency.
7. I really feel as if this temporary work agency's problems are my own.
8. I think that I could easily become as attached to another organization as I am to this user firm.
9. I think that I could easily become as attached to another organization as I am to this temporary work agency.
10. I am satisfied with my pay.
11. I am satisfied with my employment security.
12. I am satisfied with my influence on how to perform my job at my current assignment.
13. I am satisfied with the challenge of my current assignment.
14. I am satisfied with my contact with my supervisor at the user firm.
15. I think my user firm fairly treats agency workers and user firm workers who are doing similar work, in terms of pay.

16. I think my user firm fairly treats agency workers and user firm workers who are doing similar work, in terms of work distribution.
  17. Which company do you feel emotionally attached to?
  18. Which company, do you think, makes more efforts to make sure that agency workers' concerns are heard before job decisions are made?
  19. Which company, do you think, provides more information when requested by agency workers?
  20. Which company appears to make more efforts to help you develop your career?
  21. When you have problems at your work, do you think which company provides more supports to solve them?
  22. Which company, do you think, provides more opportunity to attend training or courses to improve your work competences?
  23. Which company, do you think, communicates with you more often?
- 

(Part 2)

24. Which area are you working at?  
(1) office work assistance, (2) customer service, (3) transportation, (4) security, (5) cleaning, (6) manufacturing, (7) technology, (8) others
  25. What is the type of your work contract?  
(1) fixed-term, (2) open-ended
  26. What is your gender?  
(1) male, (2) female
  27. What is your age?  
(1) under 30, (2) 30-39, (3) 40-49, (4) 50-59, (5) over 59
  28. What is your education level?  
(1) primary or secondary, (2) post-secondary, (3) university graduate, (4) postgraduate
  29. How long have you worked at the current temporary work agency?  
(1) less than 6 months, (2) 6-12 months, (3) 1-5 years, (4) more than 5 years
  30. How long have you worked at the current user firm?  
(1) less than 6 months, (2) 6-12 months, (3) 1-5 years, (4) more than 5 years
- 

\* Alternatives for the questions:

- Q.1-16: (1) strongly agree, (2) slightly agree, (3) neither agree nor disagree, (4) slightly disagree, (5) strongly disagree
- Q. 17-23: (1) user firm, (2) temporary work agency, (3) similar, (4) none of them



## 8.2. The Organizational Commitment Questionnaire (in Korean)

### 파견 근로자 조직 몰입도 설문 조사

본 설문은 파견근로자의 조직 몰입도를 연구하기 위한 목적이오니 파견근로 경험이 있는 분만 참여해 주시기 바랍니다.

본 설문은 파견근로자의 조직 몰입도를 파악하기 위한 목적입니다. 귀하께서 답하신 내용은 파견근로자 복지 향상을 위한 소중한 연구 자료로 활용되오니, 성심 성의껏 답변해 주시기를 부탁드립니다.

또한 본 설문 참여자는 철저히 익명으로 처리되며, 당해 설문은 이번 연구 이외에 다른 목적으로는 일절 사용되지 않으므로 관련 문제는 전혀 걱정하지 않으셔도 됩니다.

설문 문항은 모두 객관식으로 구성되어 있습니다. 각 문항별로 주어진 보기 중에서 자신의 상황에 가장 적합하다고 판단되는 항목 하나를 골라서 표시해 주시기 바랍니다. 현재 파견근로자로 근무하지 않으시는 경우에는 모든 문항에 대하여 가장 최근의 파견근로 경험에 비추어 질문에 응답해 주시기 바랍니다.

참고로, “파견회사”란 “귀하와 고용계약을 맺고 귀하를 근무회사에 파견한 회사”를 의미하며, “근무회사”란 “귀하가 현재 실제로 근무하고 있는 회사”를 의미합니다.

(Part 1)

1. 나는 현재의 근무회사에 대해 사람들과 이야기하는 것을 좋아한다.
2. 나는 현재의 근무회사에서 계속해서 일할 수 있으면 매우 행복할 것 같다.
3. 나는 기회가 주어진다면 현재의 근무회사에서 정규직으로 기꺼이 일할 것이다.
4. 나는 근무회사에 문제가 생기면 그것이 내 자신의 문제인 것처럼 느껴진다.
5. 나는 현재의 파견회사에 대해 사람들과 이야기하는 것을 좋아한다.
6. 나는 현재의 파견회사에서 계속해서 일할 수 있으면 매우 행복할 것 같다.
7. 나는 파견회사에 문제가 생기면 그것이 내 자신의 문제인 것처럼 느껴진다.
8. 현재 근무회사에서 느끼는 소속감은 다른 조직에서 느끼는 소속감과 다를 것이 없다.
9. 현재 파견회사에서 느끼는 소속감은 다른 조직에서 느끼는 소속감과 다를 것이 없다.
10. 나는 나의 급여수준에 만족한다.
11. 나는 현재 나의 고용 안정성에 대하여 만족한다.
12. 나는 현재 나의 직무 자율성에 대하여 만족한다.
13. 나는 현재 나의 직무 난이도에 대하여 만족한다.
14. 나는 현재 내가 근무회사의 감독자와 접촉하는 수준에 대하여 만족한다.
15. 나는 현재의 근무회사가 급여 수준에 있어 파견 근로자와 근무회사 근로자를 동등하게 대우한다고 생각한다.

16. 나는 현재의 근무회사가 업무 배분에 있어 파견 근로자와 근무회사 근로자를 동등하게 대우한다고 생각한다.
17. 귀하는 어느 회사에 더 큰 소속감을 느끼니까?
18. 귀하는 귀하의 업무 등과 관련된 결정이 내려지기 전에 어느 회사가 귀하의 의견을 더 잘 청취한다고 생각합니까?
19. 귀하는 귀하가 필요한 정보를 요청하는 경우에 어느 회사가 귀하의 요청을 더 잘 들어준다고 생각합니까?
20. 귀하는 귀하의 자기능력 개발에 있어 어느 회사가 도움을 더 잘 제공한다고 생각합니까?
21. 귀하는 귀하가 업무에 어려움을 겪을 때 어느 회사가 도움을 더 잘 제공한다고 생각합니까?
22. 귀하는 귀하의 업무능력 향상에 필요한 직무훈련 기회를 어느 회사가 더 잘 제공한다고 생각합니까?
23. 귀하는 어느 회사가 귀하와 더 자주 의사소통을 한다고 생각합니까?

(Part 2)

24. 귀하께서는 현재 어느 부문에 근무하고 계십니까?  
(2) 사무 보조, (2) 고객관련 서비스, (3) 운송관련 산업, (4) 보안관련 산업, (5) 청소관련 산업, (6) 제조업, (7) 기술관련 산업, (8) 기타
25. 귀하의 고용 계약은 어떤 형태입니까?  
(1) 기한부 고용계약 (2) 영구 고용계약
26. 귀하의 성은 무엇입니까?  
(2) 남성, (2) 여성
27. 귀하의 연령은 어떻게 됩니까?  
(2) 30 세 미만, (2) 30 대, (3) 40 대, (4) 50 대, (5) 60 대 이상
28. 귀하의 교육수준은 어떻게 됩니까?  
(1) 중학교 졸업 이하, (2) 고등학교 졸업 (3) 대학 졸업 (4) 대학원 졸업
29. 귀하께서는 현재의 파견회사에서 얼마 동안 근무하고 계십니까?  
(1) 6 개월 미만, (2) 6-12 개월, (3) 1-5 년, (4) 5 년 이상
30. 귀하께서는 현재의 근무회사에서 얼마 동안 근무하고 계십니까?  
(1) 6 개월 미만, (2) 6-12 개월, (3) 1-5 년, (4) 5 년 이상

1-17 번 문항: “(1) 매우 그렇다, (2) 조금 그렇다, (3) 그저 그렇다, (4) 조금 그렇지 않다, (5) 매우 그렇지 않다” 의 5 가지 항목 중 가장 적합한 항목 하나를 선택하시면 됩니다.

17 번 문항: “(1) 근무회사, (2) 파견회사, (3) 비슷함, (4) 둘 다 아님”의 4 개 항목 중 가장 적합한 항목 하나를 선택하시면 됩니다.

18-23 번 문항: “(1) 근무회사, (2) 파견회사, (3) 비슷함”의 3 개 항목 중 가장 적합한 항목 하나를 선택하시면 됩니다.

24-30 번 문항: 주어진 보기 중 가장 적합한 항목 하나를 선택하시면 됩니다.

### **8.3. The Work Experience Questionnaire as a Temporary Agency Worker**

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#### **Introduction**

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The objective of this survey is to figure out if you have work experience as a temporary agency worker. Please sincerely answer the following questions based on your own work experience, since the data gathered from this survey will be used as a valuable resource to study temporary agency work.

Please answer the following questions by checking most appropriate one out of the given alternatives that follow the each question. If you do not work as an agency worker at the moment, answer the questions based on your most recent work experience.

---

#### **Definition of words**

- Temporary work agency: the agency which hires out temporary agency workers
  - User firm: the firm that uses temporary agency workers, that is the firm where you perform your work
- 

1. Do you have a work experience as a temporary agency worker?  
(1) no, (2) yes
  2. If so, by whom have you mainly been supervised about your work?  
(1) temporary work agency, (2) user firm, (3) not sure
- 

### **8.4. The Work Experience Questionnaire as a Temporary Agency Worker (in Korean)**

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#### **파견근로 경험 여부 설문조사**

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본 설문은 파견근로 경험 여부를 파악하기 위한 것입니다. 여기서 "파견근로"란 "인력 공급업체(파견회사)에 소속되어 있으면서 다른 업체(근무회사)에 파견되어 근무하는 근로 형태"를 의미합니다.

여기서, "파견회사"란 "귀하를 근무회사에 파견한 회사"를 의미하며, "근무회사"란 "귀하가 현재 실제로 근무하고 있는 회사"를 의미합니다.

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31. 귀하는 인력 공급업체 (파견회사)에 소속되어 있으면서, 다른 회사로 파견되어 근무한 경험이 있습니까?  
(1) 아니오, (2) 예
32. 파견근로 시 어느 회사의 지휘를 주로 받았습니까?  
(1) 파견회사 (2) 근무회사, (3) 해당 없음

## 8.5. Introduction Letter to the Internet Forum (in Korean)

### <파견근로자 권익보호를 위한 설문조사 협조 부탁>

귀 카페와 회원님들의 무궁한 발전을 기원합니다!

카페지기님 안녕하십니까? 저는 정부지원으로 스웨덴 예테보리 대학교 (University of Gothenburg)에서 인사관리 석사과정을 공부하고 있는 공무원입니다.

다름이 아니라 이번에 세계적 석학인 크리스티나 호칸손 (Kristina Håkansson) 교수님과 함께 파견근로자 권익향상을 목적으로 연구를 수행코자 귀 카페 회원님들을 대상으로 설문을 실시하고자 하오니 협조해 주시기를 간곡히 부탁드립니다.

아시다시피 우리나라에서 파견근로제도가 시행된 지 10년도 넘었고 이 제도가 대한민국의 경제 발전에 큰 도움이 되고 있음에도 불구하고, 아직까지 이 분야에 대한 연구가 부족하고 상대적 취약 계층인 파견근로자들의 권익보호가 제대로 이루어지지 못하고 있는 것이 현실입니다.

이에 파견 근로자들이 파견회사나 근무회사로부터 적절한 대우를 받고 있다고 느끼는지, 더 나아가 파견근로자가 근무회사에서 받는 대우가 파견회사와 근무회사의 충성도에는 어떤 영향을 미치는지, 그리고 업무 만족도와는 어떤 상관관계를 보이는지 연구코자 파견 근로자들을 대상으로 간단한 설문을 실시하고자 합니다.

설문은 1~2월 사이에 온라인을 통해 1회, 30분 이내로 진행되고, 귀 카페명과 설문참여자는 철저히 익명으로 처리되며, 당해 설문은 이번 연구 이외에 다른 목적으로는 일절 사용되지 않으므로 관련문제는 전혀 걱정하실 필요가 없습니다.

설문참여자에게는 감사의 표시로 10명 정도를 추첨하여 조그마한 선물을 증정할 예정이며, 또한 귀 카페와 회원님들에게 조금이나마 도움이 되고자 카페지기님께서 원하시는 경우에는 향후 연구결과를 보내드리도록 하겠습니다. 부디 이번 설문조사에 참여해주셔서 파견 근로자 권익보호에 협조해 주시기를 간곡하게 부탁드립니다.

다시 한번, 귀 카페와 회원님들의 무궁한 발전을 기원합니다. 감사합니다.

발신자: 이강훈 ([only4sn@naver.com](mailto:only4sn@naver.com)), 스웨덴 예테보리 대학교 사회과학부 소속.

### 8.6. Merge of related alternatives

Variable	Alternatives	
	Old	New
satisfaction with pay satisfaction with employment security satisfaction with job influence satisfaction with job challenge satisfaction with supervisor contact discrimination in terms of work distribution	1. strongly agree 2. slightly agree 3. neither agree nor disagree 4. slightly disagree 5. strongly disagree	1. agree 2. neither agree nor disagree 3. disagree
Industry	1. assistance office worker 2. customer service 3. transportation 4. security 5. cleaning 6. manufacturing 7. IT 8. others	1. assistance office worker 2. customer service 3. manufacturing 4. IT 5. others
Age	1. under 30 2. 30-39 3. 40-49 4. 50-59 5. over 60	1. under 30 2. 30-39 3. over 40
Education	1. primary or secondary 2. post-secondary 3. university graduate 4. post-graduate	1. post-secondary or below 2. university or post graduate
duration at the agency  duration at the user firm	1. less than 6 months 2. 6-12 months 3. 1-5 years 4. more than 5 years	1. less than 6 months 2. 6-12 months 3. more than 1 year