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AGENCY CONTRIBUTION IN ACHIEVING TEMPORARY AGENCY WORKERS' ORGANIZATIONAL COMMITMENT: A STUDY IN ABC (PVT) LTD

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Abstract

Temporary agency workers are coming under non-standard employments, who have temporary attachment to the working organization. With dynamic business environment and flexible work arrangements, temporary agency employments are also emerged in Sri Lanka. Temporary agency workers are dual committed employees. However, with this dual commitment, organizations face issues in achieving temporary agency workers' commitment due to low attention of agencies to temporary agency workers. Even though the Client organization provides due attention to temporary agency workers, they fail to receive due commitment due to the lack of attention from agency to temporary agency workers. This study was conducted to identify the agency related factors affecting temporary agency workers' commitment. This was carried out as a cross sectional field study with a sample of 93 workers from temporary agency works in the ABC (pvt) ltd. 93 temporary agency workers were selected as sample. Data were collected via a standard questionnaire that met accepted standards of validity and reliability. Descriptive statistics, Simple ranking, Factor analysis, ANOVA and Independent Sample T-Test technique were performed to analyze data. No of Temporary workers to supervisor (temp to consult ratio) is the most influencing factor of temporary agency workers' commitment in agency context. Job satisfaction, agency support, side bets, interactional justice, lack of alternative employments, procedural justice, distributive justice, reciprocity norm acceptance, socialization, breach of psychological contract, lack of skill transferability are the other factors, which are ordered from most influencing factor to less affecting factor to workers' organizational commitment. Findings revealed that eleven out of thirteen factors are job related factors, other two are organization related and person related factors. Most client companies provide their attention, while agencies fail to provide their due attention. It shows, it is useless to expect temporary agency workers' commitment without providing due attention from agency. Therefore, the more dually committed the temporary agency workers are, the more eligible they are to receive dual attention from client as well as from their agency.

Keywords: Temporary Agency Worker, Organizational Commitment, Agency, Temps, Outsourcing

1. Introduction

An organization with good employer-employee relationship will mostly achieve organization goal without any failure of the business. At the organization goal accomplishment, employee commitment plays a vital role in every organization all over the world. Commitment concludes with a common view, which states that commitment is an emotional attachment, which describes the relationship between the employee and the organization and also has implication for the decision whether to continue or discontinue membership in the organization. Commitment is psychological attachment of workers to their workplaces etc. (Becker *et al.* 1996).

There are so many methods that can be used to gain employee commitment. Small appreciation from supervisor will cause to gain more commitment from employee rather than financial incentives. Employee commitment causes not only for the organization profitability but also for the employee turnover, employee satisfaction, job performance and attendance. Commitment to organizations is positively related to such desirable outcomes as job satisfaction, motivation, attendance etc (Becker *et al.* 1996).

Profit oriented company mostly focus on cost reduction while they reduce their cost, employee commitment might be decreased with some decisions, which are made by the organization management. Therefore, organizations should try to enhance employee commitment, while they focus on cost reduction. Labor outsourcing or temporary agency workers are modern trends in most manufacturing and exporting and importing businesses using for cost reduction. Temporary worker agencies will recruit new employees and will assign them to work under another enterprise. Even these workers attach to external firm, their contribution is being expected by client firm. They are directly attached to one firm and then indirectly attached to another. Also, they are expected to serve two companies at once. Therefore, they are liable for dual commitment. Positive consequences as well as negative consequences come up with the dual commitment. When considering temporary agency workers' commitment, they are connecting with two organizations as researchers mentioned earlier. Not only the worker user company related factors are affecting to the temporary workers but also the factors that relate to their agencies. Temporary agency employees' commitment is more complicated than normal employee due to their dual relationship. Once 200 United State Agencies are surveyed in terms of their organizational commitment to the third party employer and to their employment agency and found that agency workers were slightly more committed towards their employment agency than to the third party employer and United State Agency workers were slightly more committed to the third party employer than to their employment agency (Biggs and Swailes, 2006). It shows that both agency and client behavior cause to temporary agency workers commitment. This research give attention toward the agency related determinants for temporary agency workers' organizational commitment.

However, as mentioned earlier, employee commitment is one of the big issues that enterprises face, which are hiring temporary agency workers, because client company behavior and agency behavior both affect temporary agency workers. Therefore, with temporary employments and third party involvement, enterprises fail to achieve outsourcing labors' commitment much as expected. When agency provides less attention toward the temporary agency worker, outcome will affect the client company performance.

ABC (pvt) ltd is the study domain of this research, which is a leading character in logistics sector of Sri Lanka. ABC also faces this issue as using temporary agency employee contribution for warehouses and other minor employments. When agencies fail to provide their service to the temporary agency workers, their job commitment, job satisfaction also fail. Following reasons provide evidence that ABC (pvt) ltd has been failing to achieve temporary workers' commitment, due to less attention of agencies toward their agency workers:

- Monthly turnover of agency workers is more than 30%.
- Warehouses only able to cover the cost, they fail to earn profits. Biggest expense of the warehouses' cost is for agency workers' wages.

- This year, Expo cancelled the agreements with two agencies, because they have not provided temporary agency workers' EPF and ETF contribution accurately.
- At transport division, Management faced issue regarding temporary agency workers' salary. Agencies have not provided employees' names properly. Finally, some employees had not received their salaries on time.
- Agencies do not handover complete personal files of temporary agency workers.

While above reasons are being as main evidence, workplace accidents, agency worker insubordination, workplace bullying, employee conflicts, robberies, stealing will provide more evidences to that problem. Those evidences reflect that there is prevailing problem attached to the temporary agency employees' commitment. They might face many issues rather than regular employee faces from their agencies. Lack of job security, nature of the job they perform, job fit, grievances handling, agency support are some issues that those employees are facing rather than general employees. Because they have to serve one company and get payment from one company. It will be useless that only client company maintains good practices on temporary agency workers, without agency practicing good attitudes to temporary workers. Therefore, one major issue that arises with evidences is, can client company gain expected commitment from temporary agency workers without agency support? Therefore, understanding agency related factors of organizational commitment are very critical in today context and identifying those agencies related factors are done by this research. This study is conducted to find out agency related factors, which are affected to temporary agency workers' commitment.

2. Problem Statement

Few number of researches have been done to investigate the commitment of agency temps, even though a considerable amount of researches have examined the organizational commitment of permanent employees (Cochrane, 2007). Excluding the theoretical rationale for lower commitment among agency temps, the majority of investigations of commitment have failed to find a significant factors affecting commitment of agency workers rather than permanent employees (Cochrane, 2007). There is yet less researches focusing on the attachment and organizational commitment of workers who have flexible and temporary arrangements with their employer (Cochrane, 2007). Earlier researches on temporary agency workers, studying on different theoretical frameworks, have found several problems (Viitala and Kantola, 2016). According to them, the establishment of a psychological contract and organizational commitment in temporary agency workers may be difficult, because of the dual commitment to the agency and the client organization. Agencies and client firms have been provided with little guidance about how to increase the commitment of temps because many factors that have been theoretically and empirically examined are not under their exclusive control (Cochrane, 2007).

Most of the researches were conducted in western context and less researches were done in Asian context (e.g. Cochrane (2007); Lee (2013); Viitala and Kantola, (2016); Wang *et al.* (2010). Still, there is no any research that has been done in Sri Lanka regarding temporary agency workers; however labor outsourcing or agency workers are emerging labor sourcing methods in Sri Lanka. Besides, very few researches have been done to identify client related factors and agency related factors for dual commitment. Therefore, it is more important to study what are the agency related factors that affect temporary agency workers' organizational commitment.

3. Objectives

The main objective of this paper is to determine agency related factors that affect to temporary agency workers' commitment. The remaining specific objectives are to identify most affecting category of organizational commitment that temporary agency workers have about their agency, to identify the most influencing factors for the commitment of temporary agency workers, to identify the deference between male and female on commitment of temporary agency workers,

and to identify the difference of commitment of temporary agency workers based on their educational level.

4. Literature Review

Temporary agency workers' commitment significantly differs from general employees. They have dual commitment towards the agency and client company. Regarding the temporary workers' dual commitment, temporary workers' organizational commitment to the user firm and to the agency would be cooperative rather than competing (Lee, 2013).

Temporary agency worker is assumed to have negative effects on commitment to the client organization due to some reasons. Temporary workers' exclusion from the corporate family and the asymmetrical social exchange of agency employment situation result in a reduction of their commitment to their client organization as a means to restore balance (De Cuyper, 2008).

Volition is freedom to accept his/her job. It is clear that the greater the volition, the greater the commitment. Employees who had greater freedom to accept their job (more volition) expressed higher affective commitment to the organization than those with less freedom (Cochrane, 2007). Individuals who become temporary workers out of necessity have poorer attitudes towards their work than those who voluntarily assume these jobs (Cochrane, 2007).

Henson (1996) demonstrated the importance of temps being good-natured, no trouble and easy to get along with in order to secure future work assignments and that many temps remained in regular contact with their agency consultant to retain a presence and increase the likelihood of securing further work assignments. When the consultant has large number of temporary agency worker to supervise, they may not able to provide sufficient attention and time to each worker. Therefore, it is proposed that temp-to-consultant ratio will be negatively related to temp affective commitment and organizational support affects the employee commitment (Cochrane, 2007). Distributive justice is defined as perceptions of moral or ethical fairness regarding the outcomes or allocations that an individual receives (Cochrane, 2007). There is a positive correlation between affective commitment and distributive justice (Cochrane, 2007).

Interactive justice refers to the quality of interpersonal treatment received by an individual (Najafi *et al.* 2011). There is positive relationship between interactional justice and affective commitment (Cochrane, 2007). Biggs and Swales (2006) said that in temp literature, positive correlations have been reported between job satisfaction and OC to agency. There is strong negative correlation between transferability of skills and continuance commitment (Cochrane, 2007). In relation to temps, a positive relationship between personal investment/side-bets and continuance commitment to agency is found (Cochrane, 2007). High Organizational Commitment decreases the attractiveness to alternative job opportunities (Cochrane, 2007). Empirical investigations have found a positive relationship between perceived socialization experiences and commitment. Temps may differ in their reciprocity norm acceptance which underlies the exchange relationship, and this may influence the degree to which they strive to balance the indebtedness through the development of normative commitment (Cochrane, 2007).

Where employees feel that organizations do care about them and do value them as individuals, then this should be reciprocated via commitment to the organization's aims (organizational commitment) and via behavior to help achieve those aims. It is proposed that reciprocity norm acceptance will be positively related to temp normative commitment and in the temp context this kind of investment may include agency provided training, access to training facilities or career support (Cochrane, 2007).

Psychological contract is very subjective agreement. Temporary employees are believed to have explicitly defined transactional contracts rather than relational psychological contracts with their organizations. Perceived psychological contract breach can be unfavorable to temps (Ahmed *et al.* 2016).

5. Study Framework

Cochrane (2007) developed a model to temporary agency workers by having a very comprehensive study on temporary agency workers' commitment and 13 factors have presented based on factors affecting temporary agency workers' commitment in agency context: degree of perceived volition, procedural justice, distributive justice, interactional justice, overall job satisfaction, perceived agency support, temp-to-consultant ratio, side-bets, lack of skills transferability, lack of perceived alternative employment opportunities, perceived socialization experience, perceived psychological contract breach, reciprocity norm acceptance.

6. Methodology

This is an exploratory study which is conducted to identify factors affecting temporary employees' commitment related to agency. This study was conducted to get better understanding about the factors affecting temporary agency employee commitment, where only few studies have been done on this area.

The research is done to delineate important elements related with the variable. Therefore, this is correlational study. This research was conducted under minimum involvement of the researcher in normal work flow. Researcher appeared only at data collection. Comparing the casual study, this research has less interference by researcher. When distributing questionnaire, researcher had done less interference with the work setting in this research. Research can be conducted either in natural environment or artificial environment. This study was conducted in non-contrived work setting and at normal working environment. This is field study because this is conducted within an organization.

Research questions determine the unit of analysis. In this research, unit of analysis is an individual. Each employee's response is taken as an individual data source. This is cross sectional study because data was collected only for one time. This was conducted for a short time period.

Temporary agency workers in ABC (pvt) Ltd who worked in floor level and minor staff was the target population (drivers, cleaning staff, call center agents, helpers and loaders). 25 employees from each category were selected based on stratified sampling. The questionnaire consisted of well accepted nominal, ordinal and ratio scales. Questionnaire is developed in well standard manner. Only 114 questionnaires were received and 21 questionnaires were incompleated among them.

In sample analysis, demographic data are interpreted by using tables and graphs. Cronbach's Alpha reliability test is used to test reliability of dimensions. There should be more than 0.5 value to accept the reliability. Simple ranking method is used to identify the most influencing commitment type of temporary agency workers. Central tendency measurements are used to measure the Mean and Standard Deviation. KMO and Bartlett's test of Sphericity are used to measure the Exploratory Factor analysis. Independent Sample T-test is used to find out the significance of gender on organizational commitment and ANOVA is used to measure whether education level, make significance difference on Organization commitment.

7. Reliability and Validity

The standard level of Reliability according to Cronbach's Alpha value should exceed 0.700. But when it comes to subjective psychological researches, it is accepted that the Cronbach's Alpha value around 0.500 is accepted as reliable. According to the current results of the research, Table 1 shows that all the dimensions have exceeded the standard level of Cronbach's Alpha value. Perceived agency support and distributive justice have less than 0.5 but when it takes as approximate value, it is 0.5. Therefore those two dimensions can be taken because they have at acceptable level.

The KMO statistic varies between 0 and 1. A value close to 1 indicates that patterns of correlations are relatively compact, and so factor analysis should yield distinct and reliable factors. KMO accepted value is greater than 0.5 and greater than 0.7 is highly accepted. For these data, the value is 0.917, which falls between the accepted ranges. It shows that factor analysis was appropriate for this data (Table 2). Bartlett's test of Sphericity must be less than 0.05. For these data, Bartle's test is significant, as the result is 0.00, which falls below 0.05. Therefore, factor analysis was appropriate for this study.

Table 1. Cronbach's Alpha Value

| Dimensions | Cronbach's Alpha value | No of items |
|--|------------------------|-------------|
| Degree of perceived volition | 0.805 | 2 |
| Procedural Justice | 0.648 | 2 |
| Distributive justice | 0.492 | 2 |
| interactional justice | 0.796 | 2 |
| Overall job satisfaction | 0.774 | 2 |
| Perceived agency support | 0.493 | 2 |
| Temp-to-consultant ratio | 0.756 | 2 |
| Side-bets | 0.917 | 2 |
| Lack of skills transferability | 0.681 | 2 |
| Lack of Perceived alternative employment opportunities | 0.767 | 2 |
| Perceived socialization experience | 0.692 | 2 |
| Perceived psychological contract breach | 0.590 | 2 |
| Reciprocity norm acceptance | 0.821 | 2 |

Table 2. KMO and Bartlett's Test of Sphericity

| | | |
|---|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | 0.917 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 985.125 |
| | df | 78 |
| | Sig. | 0.00 |

8. Analysis

According to simple ranking analysis in Table 3, dominant commitment category is continuance commitment. Second dominant commitment category is affective commitment and third commitment category is normative commitment. It derives that temporary agency workers' most preferred commitment category is continuance commitment.

Table 3. Simple Ranking Method

| Factors | Total | Rank |
|---|-------|------|
| I feel it as a part of my family(affective commitment) | 182 | 2 |
| It would be more costly for me to leave this agency now. (continuance commitment) | 102 | 1 |
| I do not feel it would be right to leave my agency now, even if it advantages to me. (normative commitment) | 228 | 3 |

Lack of perceived alternative employment opportunities (M=4.027, SD = 0.9844) and Perceived psychological contract breach (M=3.8424 SD=0.88619) are prominent factors affecting temporary agency workers' commitment (Table 4). When taking as a category, M and

SD show that most affecting category of temps' commitment is Continuance commitment which includes Side bets, Temp-to-consult ratio and lack of alternatives and skill transferability.

Table 4. Central Tendency and Desperation

| Factor | Mean (M) | Standard Deviation (SD) | Category |
|---|---------------|-------------------------|------------------------|
| Degree of perceived volition | 2.2065 | 0.85855 | Affective Commitment |
| Procedural Justice | 2.1630 | 0.72289 | |
| Distributive justice | 2.0598 | 0.64554 | |
| Interactional justice | 2.9402 | 0.96602 | |
| Overall job satisfaction | 2.6848 | 0.93971 | |
| Perceived agency support | 2.7935 | 0.66362 | |
| Temp-to-consultant ratio | 2.1630 | 1.10471 | Continuance Commitment |
| Side-bets | 2.2989 | 1.07176 | |
| Lack of skills transferability | 3.3533 | 1.14484 | |
| Lack of perceived alternatives employment opportunities | 4.0272 | 0.98440 | |
| Perceived socialization experience | 1.9511 | 0.82894 | Normative Commitment |
| Perceived psychological contract breach | 3.8424 | 0.88619 | |
| Reciprocity norm acceptance | 3.3315 | 0.86849 | |

Table 5. Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|---------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 7.836 | 60.278 | 60.278 | 7.836 | 60.278 | 60.278 |
| 2 | 1.204 | 9.265 | 69.543 | 1.204 | 9.265 | 69.543 |
| 3 | 1.016 | 7.814 | 77.357 | 1.016 | 7.814 | 77.357 |
| 4 | 0.558 | 4.290 | 81.647 | | | |
| 5 | 0.486 | 3.736 | 85.383 | | | |
| 6 | 0.467 | 3.596 | 88.979 | | | |
| 7 | 0.334 | 2.571 | 91.550 | | | |
| 8 | 0.293 | 2.257 | 93.807 | | | |
| 9 | 0.234 | 1.798 | 95.605 | | | |
| 10 | 0.191 | 1.470 | 97.075 | | | |
| 11 | 0.154 | 1.188 | 98.264 | | | |
| 12 | 0.124 | 0.953 | 99.217 | | | |

According to Table 5, it shows that total variance covered by the research. According to this research, it has covered 77.357% of total area of temporary agency workers in agency context. It should be above 50% because it is the standard rate of total variance. So this research is highly acceptable by covering 77.357% from total area. Under Table 6, the component matrix has shown 3 component extracted. Factors loaded on a particular component with the factor loading value which is greater than 0.7 are most affecting factors.

Under the extraction method of principal component analysis, all factors are extracted under 3 categories. All the job related factors come under component 1 and agency support come under component 2 as organization related factor (according to research, agency is the organization) and as person related factor, lack of skill transferability has come under component 3.

Table 6. Component Matrix

| | Component | | |
|---|---------------|--------------|--------------|
| | 1 | 2 | 3 |
| 1. Perceived volition | 0.895 | 0.036 | 0.021 |
| 2. Procedural justice | 0.837 | -0.103 | -0.088 |
| 3. Distributive justice | 0.782 | -0.110 | -0.005 |
| 4. Interactional justice | 0.879 | 0.028 | 0.169 |
| 5. Job satisfaction | 0.909 | -0.008 | 0.118 |
| 6. Agency Support | 0.119 | 0.900 | -0.192 |
| 7. Temp to consult ratio | 0.910 | -0.053 | 0.026 |
| 8. Side Bets | 0.880 | -0.073 | 0.115 |
| 9. Lack of alternative employment opportunities | -0.851 | -0.037 | -0.261 |
| 10. Lack of skill Transferability | -0.523 | 0.462 | 0.564 |
| 11. Socialization | 0.710 | 0.101 | 0.467 |
| 12. Breach of Psychological contract | 0.663 | 0.368 | -0.369 |
| 13. Reciprocity Norm acceptance | 0.752 | 0.031 | -0.417 |

8.1. Gender based analysis of organizational commitment of temporary agency workers

In Statistical Analysis of Independent Samples T – Test, it extracts samples’ Mean, Standard deviation, and the results of Levene’s test for equality of variances. Table 7 shows the results of Statistical Analysis of Independent Samples T - Test extracting Mean values, Standard Deviation values and the results of Levene’s test for equality of variances based on gender.

Table 7. Independent Sample T test statistics

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
|----------------------------------|-----------------------------|---|-------|------------------------------|--------|-----------------|-----------------|-----------------------|---|---------|
| | | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Organizational Commitment | Equal variances assumed | 2.433 | 0.122 | -0.153 | 90 | 0.879 | -0.01870 | 0.12224 | -0.2615 | 0.22416 |
| | Equal variances not assumed | | | -0.168 | 35.013 | 0.868 | -0.01870 | 0.11151 | -0.2450 | 0.20767 |

The study has been done through the Levene’s test for equality of variance. According to the Levene’s test, the significant level is 0.122. This value is much higher than the standard level of 0.05. So, there is no significant variance of organizational commitment of males and females or approximately equal. That means of temps’ commitment is almost similar of both males and females. The “t value” is -0.153 and significant level (2 tailed) is 0.868. It is bigger than 0.05. In order to prove that there is no significant difference on organizational commitment based on the gender, one of these two sig. values must be below 0.05.

8.2. Education level based analysis of Organizational commitment of temporary agency workers

In ANOVA statistic calculation, there should less than 0.05 significant value on results. If there is less than 0.05 significant value. It says that there is significant difference on temps’ commitment based on education levels. In this research, According to Table 8, the sig value is less than 0.05, which is 0.00. Although is shows that there is significant difference on temps’ commitment based on education levels.

Table 8. ANOVA Statistics

| | Organizational Commitment | | | | |
|----------------|---------------------------|----|-------------|--------|--------------|
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 5.572 | 3 | 1.857 | 10.555 | 0.000 |
| Within Groups | 15.484 | 88 | 0.176 | | |
| Total | 21.055 | 91 | | | |

9. Conclusion and Discussion

This research was conducted based on factors identified by Cochrane (2007). Current research has identified those 13 agency context factors making impact on organizational commitment of temporary agency workers in ABC (pvt) Ltd. Researcher found that identified factors are existing factors in selected context. Degree of perceived volition, procedural justice, distributive justice, interactional justice, overall job satisfaction, perceived agency support, temp-to-consultant ratio, side-bets, lack of skills transferability, lack of perceived alternatives employment opportunities, perceived socialization experience, perceived psychological contract breach, reciprocity norm acceptance are identified agency factors by the researcher which make impact on temps of ABC (pvt) Ltd.

According to finding, it says that most influencing commitment category is continuance commitment. Because most of the temporary agency workers do not have feeling for the organization. Majority have selected continuance commitment as most influencing category. side-bet theory, need hierarchy, social exchange theory emphasized again that temporary agency workers' concern are more about the cost of leaving agency rather than obligation towards the agency. Continuance commitment is individual's need to remain with the organization resulting from her/his recognition of the costs (tenure, pay, benefits, vesting of pensions and family commitment, etc.) associated with leaving the organization (Wang *et al.* (2010).

Temp to consult ratio is the most influencing determinant of temporary agency workers' commitment. Temporary agency workers highly request job supervisors from agency. Rather than working alone at unfamiliar place, having supervisors there makes secure feeling in there. Second and third determinants are job satisfaction and agency support. Perceived volition and Side bets come as fourth and fifth factors. Interactional justice, lack of alternative employments, procedural justice, distributive justice, reciprocity norm acceptance, socialization, breach of psychological contract and as last factor, lack of skill transferability are the other factors ranked respectively.

Result received from independent sample t test could find that selected sample do not have significance difference of male or female on organizational commitment. The reason is that women's membership in the organization should put more obstacles. However, in this study, no significance difference is made by gender on temporary workers, commitment to agency. Several studies support of the claim that women as a group were found to be more committed than men (Marsden *et al.* 1993). In another study of managers in a large public utility, women displayed higher levels of commitment than men (Marsden *et al.* 1993). Female bus drivers were more committed than male ones (Marsden *et al.* 1993). However, previous studies show that gender makes significant difference on commitment, which contradicts with previous studies. Contextual differences might affect the results because most of the studies were done in European context and the research was male bias research in which there were more males and less females.

ANOVA results finally presented that there is significance difference of education levels on temps OC. In this research, the significance value is less than 0.05, which is 0.00 in current study. Although it shows that there is significant difference on temps' commitment based on education levels. It says that there is significant difference on temps' commitment when it comes on education levels.

When conducting the research, many obstacles were faced by researcher. Main limitation was insufficient literature. Very few researchers have been done on the particular research area. Without having sufficient literature, it is difficult to find out many factors related to temps' commitment in agency context. Research was conducted on year end season, hence it was very difficult to collect data from temps. Time factor was a limitation because, temps were under high level of work pressure and it might have impact on validity of results. Language barrier was another limitation faced by researcher. Some temps were Tamils and researcher faced difficulties in translating questions. Questionnaire was about the agency related factors and some temps are reluctant responding questionnaire because of misunderstanding.

Through this research, 77% have covered out of all agency related factors affecting temporary agency workers' commitment though uncovered 23% can be covered in another research. Client company related factors affecting organizational commitment of temporary agency work were not covered in this research, that can be investigated by future researches. In ABC context, most of the operational activities are done in logistics and freight environment, this research can be investigated in another context. Agencies are also a business, even though they do labor leasing. Another viewpoint of this research was whether Agencies implement real Human Resource Practices or not.

With dynamic environment, flexible work arrangements and cost effectiveness have become significant characteristics. Even in Sri Lanka, temporary work arrangements are occurring. Temporary agency workers are dual committed to agency and client company. When concerning temporary agency workers' commitment, organizations face many issues in achieving it. Not only client company practices affect temporary workers' commitment but also agencies practices. It is useless that one entity gives attention to temporary agency workers, if another entity does not. From this research, it could be concluded that the more liable temporary agency workers are for dual commitment, the more eligible they are for dual attention from agency and client company. Yet, it is better to know the factors affecting it.

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