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I am submitting herewith a thesis written by Paula Anne Crawford entitled "Temporary Help Services: Their Role in Offices of Selected Business Firms in Jackson, Mississippi 1979." I recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Business Education.

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TEMPORARY HELP SERVICES: THEIR ROLE IN OFFICES OF SELECTED
BUSINESS FIRMS IN JACKSON, MISSISSIPPI 1979

A Thesis
Presented for the
Master of Science
Degree
The University of Tennessee, Knoxville

Paula Anne Crawford

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DEDICATION

This thesis is lovingly dedicated to my dad, whose constant presence and support have influenced by life tremendously. Fathers are often a silent, guiding force in molding the lives of their children and many times their efforts remain unnoticed. As children, we should look at our fathers and see their successes and their failures, realizing that those efforts were not only for themselves but for us, too. I thank God that as I grow older I can more fully appreciate the father He gave me. The words of Thomas Carlyle express those thoughts best:

On the whole, ought I not to rejoice that God was pleased to give me such a father that from earliest years I had the example of a real man of God's own making continually before me? Let me learn of him. Let me write my books as he built his houses, and walk as blamelessly through this shadow world.

ACKNOWLEDGMENTS

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Finally, the writer acknowledges her family for their endless support and words of encouragement throughout the entire course of this study.

ABSTRACT

The purposes of the study were (1) to determine the role of temporary office help services in Jackson, Mississippi, and (2) to identify the implications for the training of office workers. Answers to the following questions were sought:

Temporary Help Services

1. How widespread is the use of temporary help services in the business community?
2. What are the requirements for temporary work applicants?
3. What selection devices are used for choosing temporary workers?
4. How are customers' job needs identified by the temporary help service?
5. How are temporary help service workers chosen for the job?
6. What procedures are used to ensure satisfaction with services?

Customers

7. What are the reasons for use of temporary help services?
8. How do customers perceive the role of temporary help services?

Temporary Help Service Workers

9. What are the reasons temporary help workers choose temporary employment?
10. What are the qualifications of selected temporary help service workers?
11. How well are qualifications utilized on the job?

Questionnaires and personal interviews were conducted with 3 temporary help service managers, 28 customers who used the temporary help services, and 27 temporary workers in Jackson, Mississippi. The customers and the temporary workers were obtained through the Classified Firm Membership Directory of the Jackson Chamber of Commerce and from the files of Kelly Services, Inc., Kelly Girl Division, respectively.

The implications of the findings of the study were as follows:

1. High school students should be made aware of the temporary help service as a source of employment.
2. Temporary help services could provide a variety of work experience for students as well as business teachers during the summer.
3. Students could benefit from the evaluations and interviews provided by temporary help services.
4. Working for temporary help services could give students an insight into a variety of jobs in business.
5. Clerical as well as secretarial type positions are available through temporary help services.

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CHAPTER I

THE PROBLEM

In 1978 temporary help services provided jobs for an estimated three million persons across the nation ("Why and How Business," 1978, p. 125). In an article about the history of temporary help services, Moore made the following statement (Moore, 1965, p. 554):

Temporary help services . . . are companies which hire temporary workers and send them out to do temporary work on the premises of, and under the supervision of, customers solicited from the business world.

According to Gannon, temporary help services consist of three main divisions: clerical, industrial, and technical-professional—with the largest being clerical (Gannon, 1974, p. 45). In a recent study conducted at Temple University, approximately 70 percent of all temporary workers were reported to perform office work, and the great majority of temporary office workers were reported to be women (Wyper, 1977, p. 24).

The concept of the temporary help service originated in the 1920's, but most of the present companies began after World War II (Moore, 1965, p. 556). In 1963 the Bureau of the Census reported that the temporary office help industry had 816 firms selling \$159 million of business; and that from 1963 to 1967, the number of firms increased by about 50 percent with sales increasing almost 100 percent, to \$331 million. In 1969 a confidential survey by the Arthur D. Little Company indicated the projected long-term growth of the industry to be 20 percent a year (Gannon, 1974, p. 44). The most recent figures from the Temple University

study show the nation's temporary help services to number around 2000 and to provide a \$1.5 billion-a-year income (Wyper, 1977, p. 24).

Today, temporary help services provide clerks, receptionists, typists, stenographers with shorthand and/or machine transcription skill, word processing and keypunch, and so forth, to the businesses in need of a temporary office worker. Many businessmen find the task of using temporary workers easier than recruiting and hiring their own ("Why and How Business," 1978, pp. 125-132).

With the rise in wages, businessmen are using temporary workers because they do not have to pay for fringe benefits which can account for 30 to 35 percent of a full-time employee's salary (Low, 1976, p. 32). Customers pay a fee per hour which covers worker wages, overhead, and a profit for the temporary help services (Moore, 1965, p. 554).

Because of the increasing use of temporary help services, business educators need to be aware of the job opportunities available to persons preparing for secretarial positions. Temporary assignments at a few different companies can enable the office worker/trainee to gain insight into the type of position that would be most desirable for a permanent job.

Since temporary help services offer a wide variety of work opportunities and have grown in the number of persons employed as temporary workers, what are the implications for educational institutions for the preparation of office workers?

I. PURPOSES OF THE STUDY

The purposes of this study were (1) to determine the role of temporary office help services in Jackson, Mississippi, and (2) to identify the implications for the training of office workers. Answers to the following questions were sought:

Temporary Help Services

1. How widespread is the use of temporary help services in the business community?
2. What are the requirements for temporary work applicants?
3. What selection devices are used for choosing temporary workers?
4. How are customers' job needs identified by the temporary help service?
5. How are temporary help service workers chosen for the job?
6. What procedures are used to ensure satisfaction with services?

Customers

7. What are the reasons for use of temporary help services?
8. How do customers perceive the role of temporary help services?

Temporary Help Service Workers

9. What are the reasons temporary help workers choose temporary employment?
10. What are the qualifications of selected temporary help service workers?
11. How well are qualifications utilized on the job?

II. NEED FOR THE STUDY

With the growth of the temporary help service industry came the opportunity for more persons to enter the labor market. Gannon cited the "tight labor markets after World War II and the growth of the part-time labor force" (Gannon, 1974, p. 44) as two reasons for the industry's rapid growth. In his study, Moore (1963) found that businesses were beginning to contract more of their specialized functions with outside firms and that employment costs of directly hired clerical help have continued to rise. These factors have caused a growth in the temporary help service industry. Use of temporary help services also represents an effort toward restoring flexibility to the labor force (Moore, 1963). Gannon (1974, p. 44) summarized that:

The temporary help industry does not represent secular growth, but rather, a response of business firms to a service and marketing strategy that would help to make their work force problems more manageable and less costly.

As businesses take a closer look at staffing and assess the number of personnel needed for the efficient functioning of a company, many are turning to temporary help services. Several situations are ideal for employing a temporary help service—for example, peakload periods, vacation and temporary replacements, and one-time projects. Sigrist, a temporary help service manager, estimated that "nine out of ten firms in the United States use temporary services" (Sigrist, 1978, p. 90). Because of the increasing growth of temporary services, business educators need to be aware of the functions of the industry within the business world. This study will provide an overview of the temporary help service industry's function.

Jackson, Mississippi, was selected for this study because of the availability of temporary help services and temporary help service customers in the area. The present writer had a good knowledge of Jackson and chose the area for convenience in terms of gathering data. Located within the central portion of Mississippi, Jackson has the largest concentration of persons in the state. The metropolitan Jackson area includes two counties: Hinds and Rankin. Temporary help services located in Jackson serve both counties. In January 1979, the population of the Jackson, Mississippi, area was 324,400 ("Moving to the Jackson Area," 1979), an increase over the 1970 Census Report of 258,897 ("Occupation of Employed Persons," 1970). As of May 1979, there were 26,997 clerical and kindred workers in the Jackson SMSA. The Mississippi Employment Security Commission projects 31,150 clerical and kindred workers for 1985 (Smith, 1979). With the increasing growth of the Jackson area, the need for temporary help services is expected to increase. The present study will seek to determine the role of temporary help services in a rapidly expanding geographical area in the Southeastern United States.

In the Temple University report conducted by Leone and Burke, some 300,000 women are projected to return to work through a temporary help service each year (Leone and Burke, 1976, p. 2). None of the studies reviewed concerning temporary help services gave an insight toward the educating of temporary workers. Certain questions arise when considering the temporary worker. For example, where do they receive their training and why have they chosen temporary work? Leone and Burke also state that

a temporary help service may give a person the chance "to develop marketable skills that may have become deficient or obsolete due to absence from the work force" (Leone and Burke, 1976, p. 3). Can business educators be of assistance to persons reentering the work force through a temporary help service? Business education in conjunction with temporary help services may be able to aid the reentrant through adult education programs. The present study will seek to identify some of those areas for curriculum improvement.

Business educators need to realize the potential that office trainees can derive from temporary employment. Job assignments vary and can provide exposure to a number of different fields of work. The trainee may find an area of particular interest while on assignment with the temporary service thus identifying a field for a possible permanent job when necessary. This study will seek to identify implications for business education institutions in using temporary services to help trainees gain work experience.

Through a search of literature, Moore found no studies actually concerning temporary help services prior to 1963, even though part-time help was mentioned frequently in professional literature (Moore, 1963). Joray, in his study, also noted a lack of research in the temporary industry. A few studies have been completed about the industry but some of those studies are confidential and unavailable (Joray, 1972). Gannon and Brainin also pointed out the growth of the temporary help industry and the lack of research studies dealing with temporary services when they wrote the following statement (Gannon and Brainin, 1971, p. 168):

In spite of such growth and importance, however, there appears to be few significant studies in this area, with the notable exception of Moore's description of the historical development of the industry in the United States.

The present study will seek to determine the usage of temporary help services by customers in an effort to identify any areas in practices and procedures that would lead to greater utilization of the temporary services. The background study of selected temporary workers will reveal implications for business educators in aiding temporary help services and their workers in specific areas like updating skills and providing work experience for office trainees.

III. DEFINITION OF TERMS

The following are definitions of terms used in this study:

1. Account representative—a member of the temporary help service permanent staff who works outside the office visiting present customers and prospective customers.
2. Company owned—a branch office directly owned and operated by the temporary help service (Moore, 1963, p. 32).
3. Customers—businesses who use the temporary help service.
4. Franchise—a business arrangement whereby the temporary help service branch owner pays an initial amount for the franchise and pays a percentage of the gross sales to the temporary help service organization. The franchisee is responsible for his/her own employees, both permanent and temporary; for collection of accounts and for local advertising. Each franchise is a separate corporation (Moore, 1963, p. 32).

5. License—a business arrangement whereby the temporary help service branch owner pays no initial fee. The temporary help service pays all workers, except the licensee's permanent staff, and collects all bills directly from the home office. The temporary help service assumes payroll taxes and deductions, liability for workmen's compensation and unemployment claims, and provides bonding and insurance for the temporary workers (Moore, 1963, p. 32).
6. Supervisors—the members of the temporary help service manager's permanent staff who fill customer requests for temporary workers and are in charge of interviewing and aiding the temporary workers.
7. Temporary help services—companies which hire temporary workers and send them out to do temporary work on the premises of, and under the supervision of, customers solicited from the business world (Moore, 1965, p. 554).
8. Temporary office help services—that division of temporary help services that deals with typists, secretaries, clerks, filing, and any other duties typically included as clerical in nature.
9. Temporary workers—persons who actually performed the temporary work.

IV. LIMITATIONS OF THE STUDY

The limitations of this study were as follows:

1. This study was limited to the temporary office help services area.

2. The geographical setting of this study was the metropolitan Jackson, Mississippi, area.
3. There were only three temporary help services in the Jackson, Mississippi, area.
4. The study was limited to those customers who used the temporary office help services.
5. The in-depth temporary worker study was limited to workers presently employed with Kelly Services, Inc., Kelly Girl Division.

V. PROCEDURES

In order to determine the role of temporary office help services in Jackson, Mississippi, and to identify the implications for the training of office workers, questionnaires were developed for obtaining information from the three groups included in this study:

1. temporary help services;
2. customers of the temporary help services; and
3. the temporary workers who actually performed the work.

The following sections explain the procedures for conducting this study:

Review of Related Literature

A search of literature for the years 1960 to 1979 was undertaken to find pertinent research studies which were related to the present study in some way. Business Periodicals Index, Dissertation Abstracts, and

University Microfilms were utilized in locating appropriate selected research studies. Related studies are reviewed in Chapter II.

Population and Sample

The population for this study consisted of all temporary help services, all customers who used the temporary services, and all temporary workers of the temporary help service industry in Jackson, Mississippi. The three temporary help services located in Jackson were contacted through a personal visit and enlisted to participate in the study.

To determine the customers of temporary help services, 100 businesses were randomly selected from the Classified Firm Membership Directory, Jackson, Mississippi, Chamber of Commerce. Since the replies were limited, additional customers of temporary help services were sought. Each business on the list was contacted by telephone during the week of June 11, 1979, and asked whether that business had used a temporary help service in the past two years. Of the businesses surveyed, 31 customers of temporary services were found and asked to participate in the study. Each participating customer was personally delivered a questionnaire. Nineteen questionnaires were picked up during the week of June 11, 1979, and 12 questionnaires were left with the customers to return the questionnaires by mail. The final customer sample included 28 customers. Three customers returned unusable questionnaires.

In order to secure the perspective of persons who actually performed the work, temporary workers were interviewed for an in-depth study of their attitudes about temporary work and their educational backgrounds.

A list of 50 temporary workers was obtained from Kelly Services, Inc., Kelly Girl Division and the temporary workers were asked to participate in the study. Each temporary worker on the list was mailed a questionnaire with a cover letter (see Appendix C) stating the purpose of the study and requesting the temporary worker to complete the questionnaire. The temporary worker was supplied with a stamped, addressed envelope for use in returning the questionnaire. Of the 50 questionnaires distributed, 27, or 54 percent, were returned to compose the final sample of temporary workers.

Development of Questionnaires

The questionnaires for the temporary help services, the customers, and the temporary workers were created after reviewing articles from publications and related literature. The questionnaires were first submitted to members of the writer's thesis committee for evaluation and suggestions. The questionnaires were also reviewed by a temporary help service manager in Knoxville, Tennessee, to determine the practicality of the questions. The final questionnaires were prepared after the thesis committee approved the changes.

A pilot study was conducted in Knoxville, Tennessee, during the weeks of May 14-25, 1979. Included in the pilot study were one temporary help service, four customers of the temporary services, and four temporary workers. The workers were chosen by the temporary help service manager, and the customers were selected randomly from the Knoxville telephone directory. One bank, one insurance company, one church, and one attorney participated in the pilot study. The pilot study also

provided evidence of the readability of the instruments and revealed some areas for careful consideration for conducting the final interviews.

Results of the surveys were tabulated and the analyses are presented in Chapter III.

VI. ORGANIZATION OF THE STUDY

This study is presented in the following sequence:

Chapter I includes the purposes of the study, questions to be answered, need for the study, definition of terms, limitations of the study, procedures, and organization of the study.

Chapter II includes a review of related literature.

Chapter III presents an analyses of the data and a comparison of the findings of the present study with the Leone and Burke study and the Moore study.

Chapter IV presents the findings, implications, and recommendations of the present study.

The Bibliography lists periodicals, publications, and research studies used in the present study.

The Appendices include the questionnaires used for interviewing the temporary help service managers, customers, and temporary workers; a sample cover letter for the temporary workers; and lists of the temporary help services, customers, and temporary workers who participated in the present study.

CHAPTER II

REVIEW OF RELATED LITERATURE

The purpose of this chapter is to review related literature and research dealing with temporary help services. A comprehensive search was made of the literature published in the Business Periodicals Index, the Dissertation Abstracts, and University Microfilms.

The review is presented in this chapter in two sections—library sources dealing with the historical account of the growth of the temporary help service industry in the United States is presented in the first section; and research studies related to the present study in some manner are reviewed in the second section.

I. SELECTED HISTORICAL ASPECTS OF TEMPORARY HELP SERVICES

Two articles were located dealing with the historical aspects of temporary help services. Information for the following paragraphs was summarized from an article written by Mack A. Moore (Moore, 1965, pp. 554-569) and an article written by Ray Brennan (Brennan, 1949, pp. 114-117).

According to Moore, the temporary help service concept in the United States was first brought to the forefront through Samuel L. Workman. In 1928 with only a small working capital, Workman (Brennan, 1949, pp. 114-117) started a calculating service to help businesses with their office overload periods. Workman earned the title "King of the Office

Overloads," by his willingness to undertake any job regardless of size and to adapt to the businesses' particular schedules. Around 1932 Workman began including clerical duties in the services his offices performed for businesses. His workers included married women as well as schoolteachers. In 1946 Workman opened his first branch outside of the home base of Chicago. In May 1962 Workman was reported to have 19 temporary help service offices (Moore, 1965, p. 557).

Other temporary help services also began as calculating services much like Workman's. Some of the early temporary help services were characterized by specialized services aimed at distinguishing a particular temporary help service from its competitors. National Office Services, a competitor of Workman's in Chicago, used a crew of permanent workers to perform the temporary jobs. These workers also received fringe benefits, such as vacations.

Three other temporary help services also began as calculating services. Zipper Calculating Service, a Milwaukee company, provided only calculating work. Temporary workers performed the jobs in the customer's office or in the service's office. Golla Calculating and Typing Service, another Milwaukee company, also used a crew of permanent workers to perform the work either in the service's office or in the customer's office. American Office Services, a calculating service in Chicago, was also one of the early temporary help services. In 1946 American Office Services opened a Milwaukee office offering general clerical help (Moore, 1965, p. 557).

Moore (1965) described a national temporary help service as one operating at least 10 offices. In 1963 Moore surveyed the temporary

help service industry in order to trace the history of temporary help services in the United States. From his survey, Moore reported that nine temporary help services were operating at least 10 different offices and therefore were "national." Eight of these national temporary help services began around 1945. Only one of these nine temporary help services, Workman Diversified Enterprises, founded by Samuel L. Workman, began before 1945. The other eight national temporary help services will be described in chronological order. Normally, temporary help services are classified into three divisions—clerical, industrial, and technical. A temporary help service may specialize in one of the three divisions or in a combination of the three. The specializations of these eight national temporary help services are presented below.

In 1946 Labor Pool, Inc., a temporary help service in Chicago, began supplying temporary workers for businesses. At the time of Moore's (1965) survey, sources for Labor Pool, Inc. reported 16 offices. Labor Pool, Inc. specializes in the industrial division with a selected number of offices operating a clerical division.

In 1974 Employers Overload, based in Minneapolis, was founded by Robert B. Miller. At the time of Moore's (1965) survey, sources for Employers Overload reported 52 offices. Employers Overload specializes in the clerical division and prior to 1962 had begun adding the industrial division to their services.

In 1974 Kelly Girl, Inc., whose main office is located in Detroit, began offering temporary help services in the general clerical area. At the time of Moore's (1965) survey, sources for Kelly Girl, Inc. reported

169 offices. Kelly Girl, Inc. specializes in the clerical division and has begun to add an industrial and a technical division to each office.

In 1947 Manpower, Inc., based in Milwaukee, began through the combined efforts of Elmer Winter and Aaron Scheinfeld, two Milwaukee lawyers. At the time of Moore's (1965) survey, sources for Manpower, Inc. reported 300 offices. Manpower, Inc. specializes in offering all three divisions at each of its offices. Sources for Manpower, Inc. reported that the largest percentage of Manpower, Inc. volume is in the clerical division, with industrial and technical being second and third, respectively. Manpower, Inc. also owns a travel agency, Travepower, Inc., and operates a temporary sales and marketing personnel company, Salespower, Inc.

In 1949 Western Girl, Inc., based in San Francisco, was founded. At the time of Moore's (1965) survey, sources for Western Girl, Inc. reported 110 offices. Western Girl, Inc. specializes in the clerical division and provides a selected number of workers in the industrial division. In addition, Western Girl, Inc. also operates a tourist guide service.

In 1951 Office Overload, LTD, a Winnepeg-based company, was founded. At the time of Moore's (1965) survey, sources for Office Overload, LTD reported 22 offices in the United States. Office Overload, LTD specializes in the industrial and technical divisions in Canada, but only operates a clerical division in the United States.

In 1955 Task Force Division of Statistical Tabulating Corporation began in Chicago. Statistical Tabulating Corporation began as a

tabulating service in 1933 (Moore, 1965, p. 558). In 1962 the company was concentrating on data processing and computer services. Each office of Statistical Tabulating Corporation has a temporary help service that operates under the Task Force Division. At the time of Moore's (1965) survey, sources for the Task Force Division reported 15 offices. Task Force Division of Statistical Tabulating Corporation supplies temporary workers in the areas of computer services and data processing.

In 1961 ComptoHelp Division of Victor Comptometer Corporation, based in Chicago, was founded. In 1955 Victor Comptometer Corporation originally Comptometer Corporation, began hiring temporary workers for temporary comptometer jobs much like the temporary office help service operates. At the time of Moore's (1965) survey, sources for ComptoHelp Division reported 74 offices. ComptoHelp Division specializes in the clerical division.

In 1963 Moore estimated that 300,000 persons were employed by the largest temporary help services (Gannon, 1974, pp. 44-49). In 1963 the Bureau of the Census reported that the clerical division of the temporary help service industry had 816 firms selling \$159 billion of business; and predicted that for the period of 1963 to 1967 the number of temporary help services would increase approximately 50 percent and the sales would increase approximately 100 percent (Gannon, 1974, p. 44). In 1969 a confidential survey by the Arthur D. Little Company indicated that the temporary help service industry had a volume of business worth \$1.5 billion a year (Gannon, 1974, p. 44). Estimated growth for the temporary help service industry has been projected to be 20 percent a

year (Gannon, 1974, p. 44). In 1968 the National Association for Temporary Services reported that there were approximately 2000 offices providing temporary workers for businesses (Sigrist, 1978, p. 90). Leone and Burke estimated that 300,000 women return to work each year and a large number of those do so through a temporary help service (Leone and Burke, 1976, p. 2). In regard to the growth of the clerical division of temporary help services, Joray predicted that the prospects for expanding the clerical division were good because the labor force participation rate for women would rise at the same time the supply of clerical manpower would rise (Gannon, 1974, p. 45).

II. RELATED STUDIES

The following research studies were reviewed because they were related in purpose and/or procedures to the present study:

Joray Study (1972)

The general purpose of the Joray study was to investigate the temporary industrial labor service industry. The objectives of the Joray study were (1) to describe the characteristics of temporary industrial day workers and the economic environment in which they lived; (2) to describe, analyze, and evaluate the structure of the temporary industrial help industry and the temporary help service industry in general; (3) to clarify a number of industry-related public policy issues; and (4) to identify future research potential.

Data were collected through personal interviews and questionnaires with 22 temporary industrial firms, 16 large customers of the firms, and

41 day workers in Chicago, Illinois, and St. Louis, Missouri. Day worker is the descriptive term used for the temporary worker in the temporary industrial labor service industry.

The major findings of the study were as follows:

1. Temporary technical, industrial, and clerical help industries each developed independently of the others until the late 1940's, when firms began combining the clerical, industrial, and technical divisions.
2. Tight labor markets for clerical and technical help assisted the growth of these two industries while low unemployment levels assisted the growth of the temporary industrial labor service industry.
3. Growth prospects for the temporary clerical industry are good; fair in industrial services; and poor in the technical services industry.
4. The day worker performs an important economic function by providing industry with a flexible workforce of semi-skilled and unskilled laborers.
5. The day worker market is loosely structured.
6. Wages for day workers appeared well below the value of marginal product of most firms, indicating that the incomes earned by day workers were not equal to their contribution to production.

Joray concluded that there were several reasons for the growth of the temporary industry. An analysis of the temporary industrial labor service market revealed the market to be loosely structured. The

temporary industrial labor market in Chicago and St. Louis was classified as monopolistically competitive.

The present study and the Joray study were related in that both used personal interviews and questionnaires as the data collection method from temporary help services, customers, and temporary workers. Although the Joray study was concerned with the temporary industrial labor service market and the present study was concerned with the temporary clerical market, the Joray study provided insight into the growth of the temporary clerical market since Moore's 1963 study.

Leone and Burke Study (1976)

The purpose of the Leone and Burke study was to examine the role of the temporary help service (THS) as a labor market institution, particularly as it facilitated the reentry of women into the work force.

Profiles of selected THS customers and the 492 women/reentrants who composed the THS labor supply were included in the study. One large THS with five different offices in the Philadelphia SMSA was the data base. Only women applying with the THS from 1967 to 1973 were used in the study. Biographic and demographic data were obtained from the files and were coded for each of the women.

The following criteria were necessary for participation in the study: (1) some prior work experience, but none during the six months prior to date of application; (2) be 22 to 55 years of age; (3) a THS firm was not the last employer; (4) not on strike; (5) not coming directly from school; and (6) accepted at least one THS assignment.

A professional interview company interviewed the 492 women selected for the study. Interviews were conducted in the field between March and June of 1974. Questionnaires were used as the basis for the interviews.

The major findings of the study were as follows:

1. THS customers were representative of all segments of the economy with manufacturing and service industries being the most frequent users.
2. The women were found to be better educated than the general female labor force, and drawn to a THS because of a preference for the temporary work arrangements.
3. The average woman/reentrant was slightly over 40 years of age.
4. Reentrants worked for the THS an average of eight and one-half months.
5. More reentrants held permanent jobs after leaving the THS than before joining the THS.
6. Valuable contacts made with the business world by the reentrants enabled them to more easily locate a permanent job.
7. A higher percentage of THS applicants had young children when compared to the Philadelphia SMSA labor force.
8. The THS met most of the specific needs of the women returning to work.
9. Reentrants were able to improve their skills and/or acquire labor market information through the THS.

Leone and Burke concluded that the THS played an important role in aiding women who reenter the work force through a THS.

The Leone and Burke study is related to the present study in that THS employees were personally interviewed and questionnaires were

completed in both studies as a means to ascertain the attitudes concerning the temporary help service. Backgrounds and perspectives of THS customers were obtained through questionnaires by both the Leone and Burke study and the present study.

Moore Study (1963)

The purposes of the Moore study were to trace the origin and development of the temporary help service industry and to analyze its significance in the economy.

Manpower, Inc., a national temporary help service in Madison, Wisconsin, was the main source of data for the study. Questionnaires were mailed to 416 former temporary workers who had worked during 1960, 62 temporary workers who had worked during a given week while the study was being conducted, and the 40 customers who used the temporary services during a given week. The responses to these questionnaires provided information concerning the practices and procedures of Manpower, Inc.

In order to trace the origin and development of the temporary help service industry in the United States, Moore searched the telephone directories of the 25 most populated cities. In addition to nine national temporary help services, those having 10 offices or more, Moore located a number of smaller temporary help services. Each temporary help service president was contacted through a letter and asked to participate in the study. Moore also personally interviewed a selected number of the temporary help service presidents with offices

in Madison and Milwaukee, Wisconsin; Chicago, Illinois; Minneapolis, Minnesota; and Detroit, Michigan.

The major findings of the study were as follows:

1. The demand for and the supply of temporary help service workers evolved out of natural economic developments.
2. Fifty-five percent of Manpower's workers in 1960 were married and the workers' median age was 24.3. Manpower played no significant role for older workers.
3. The group was found to be of higher-than-average educational level.
4. A large number of Manpower workers had been out of work for a short time.
5. Manpower workers were highly mobile—occupationally as well as geographically.
6. Many temporary workers appeared to be those who, for various reasons, had to leave the labor force and who were using the temporary help service to gradually reenter.
7. Manpower workers tended to be those desiring fairly steady part-time work for a short period.
8. Pay rates were the chief objection by temporary workers to the temporary help service arrangements; but when labor market practices were analyzed, the direct cost of temporary help was about the same as that of permanent help.
9. Customers felt that temporary help services were more expensive than hiring directly. Customers rated Manpower quite satisfactorily on quality of service and performance of workers.

10. Billing rates are established by adding either a specific constant amount or by adding a percentage to the total labor cost.
11. Temporary help services have been identified as employment agencies (which they are not), opposition from labor organizations and governmental agencies has resulted in the government trying to impose private employment agency laws upon temporary help services.

Moore concluded that temporary help services perform a minor function of a broker, extensive functions of independent contractors, no consequential functions of employment agencies, and some functions not performed by any other employment arrangement. Temporary help services also offer a more flexible work arrangement than conventional employment. Customers are willing to pay a premium for flexibility and expediency in using temporary help services. Temporary help services increased the effective supply of labor, freeing persons to work who were not available to the regular labor force.

The present study and the Moore study were related in that both used similar procedures for collecting and analyzing the data. Questionnaires and personal interviews were conducted by both researchers. Data in both studies were presented descriptively. Also included in both studies were temporary help services, customers of the services, and temporary workers. The Moore study was concerned with the clerical temporary help service industry, as was the present study.

CHAPTER III

ANALYSES OF DATA

The purposes of the present study were (1) to determine the role of temporary office help services in Jackson, Mississippi, and (2) to identify the implications for the training of office workers. The data were based on the responses to questionnaires and personal interviews with 3 temporary help service managers, 28 customers of the temporary help services, and 27 temporary workers who performed the temporary work.

This chapter is presented in five sections. The first section includes a discussion of the practices and policies of the temporary help services included in this study; the second section presents the results from the customers of the temporary help services about their use of the temporary help services; the third section describes the personal backgrounds and attitudes of the temporary workers; the fourth section presents a summary of the similarities and differences of the responses of the temporary help service managers, the customers, and the temporary workers on selected topics; and the fifth section presents a comparison of the findings of the present study with related studies.

I. TEMPORARY HELP SERVICES

In order to determine the practices of temporary help services in Jackson, Mississippi, three temporary help service managers were interviewed during the week of June 11, 1979 (Questionnaire given in Appendix A).

The analysis of the information will be discussed under the following topics: (1) organizational review of the three temporary help services, (2) methods of filling customer job requests for temporary workers, (3) satisfaction of the customer with the temporary help service, (4) standards for selecting the temporary workers, and (5) miscellaneous.

Organizational Review

Within the present Jackson, Mississippi, area, three temporary help services operate branch offices. A brief description of each is given below.

The Jackson, Mississippi, Kelly Services, Inc., Kelly Girl Division, began as a license branch about 1959. According to Moore, under the license arrangement no initial fee is collected for the license to operate the temporary help service; Kelly Services, Inc., pays all workers with the exception of the branch's permanent staff, and collects all bills directly from the home office in Detroit (Moore, 1965, p. 564). The manager of Kelly Services, Inc., reported that once the original licensee retired, the branch became company owned until the present licensee took over in 1973. Moore defined a company-owned branch as one that the temporary help service owned and operated directly from the home office (Moore, 1965, p. 564).

Kelly Services, Inc., Jackson, has a permanent staff of four persons—one manager and three supervisors. The manager serves as the account representative who calls on present customers and prospective customers. His/her functions are to give present customers an

opportunity to provide feedback concerning their use of the temporary help service and to meet prospective customers in an effort to acquaint them with the functions of the temporary help service. The three supervisors are in charge of filling customer job requests for temporary workers and interviewing and aiding the temporary workers. The manager of Kelly Services, Inc. reported that approximately 400 to 500 temporary workers were listed with this office.

Kelly Services, Inc. has clerical, marketing, and light industrial/technical divisions. This study is concerned with the clerical division.

The Jackson, Mississippi, Manpower, Inc. began with the present franchise in December 1967. According to Moore, under the franchise arrangement, an initial fee is collected and a percentage of gross sales is paid to the Manpower corporation. The franchisee is responsible for his/her own employees, both permanent and temporary, for collection of accounts and for local advertising (Moore, 1965, p. 564). The manager of Manpower, Inc. reported that an office had existed in Jackson prior to 1967, but information was limited.

Manpower, Inc., Jackson, has a permanent staff of four persons—one manager and three supervisors. At the time of the interview, the actual duties of the branch manager were not indicated. The three supervisors were in charge of filling customer job requests for temporary workers and interviewing and aiding the temporary workers. The manager of Manpower, Inc. reported that approximately 100 temporary workers were listed with this office.

Manpower, Inc. has clerical, industrial and technical divisions. This study is concerned with the clerical division.

The Jackson, Mississippi, Tatum Temps, Inc. began about 1967 and is a division of Rudy Tatum Personnel Service, Inc., which is an independently owned Jackson employment agency.

Tatum Temps, Inc., Jackson, has a permanent staff consisting of one manager, who is in charge of filling customer job requests for temporary workers and interviewing and aiding the temporary workers. At the time of the interview, no indication was made of more permanent staff other than the manager. The manager of Tatum Temps, Inc. reported that approximately 650 temporary workers were listed with this office.

In order to maintain confidentiality, the temporary help services will be referred to as temporary help services A, B, and C.

Methods of Filling Customer Requests for Temporary Workers

Each of the three temporary help services used in this study have developed criteria for filling customer job requests for temporary workers. This section will explain how the temporary help service supervisor determines a customer's needs for a job request for a temporary worker, chooses a worker for the job request, and orientates the temporary worker for the job request.

Determining a customer's needs for a job request. All three temporary help service managers indicated that the usual method of determining the customer's needs for a job request was through a telephone call from the customer. When the customer decided that a temporary worker was needed, he/she called the temporary help service.

In all three temporary help services, the supervisors, permanent persons who are in charge of filling customer job requests, asked specific details about the job requirements. Specific details asked about the job requirements were type of skills needed, skill level needed, type of work to be done, type of equipment to be used, length of the job, number of persons needed for the job, and any other special requirements. Customers who were familiar with the methods of the temporary help service usually gave these specific details when the job request was placed.

When a job request for more than two temporary workers was received, temporary help service B usually required the account representative to call on the customer to make sure that the specific details of the job request were correct.

Choosing the temporary worker for a job request. After the job request was received by the supervisors at each of the three temporary help services, the job request was classified according to skill level. All three temporary help services classified job requests by skill level.

The manager of temporary help service B reported a detailed skill classification code system different from the other two temporary help services. Each job request received by a supervisor of temporary help service B was classified by a brief job description and assigned a code number.

Once the job request had been classified by skill level, the process of choosing a temporary worker for the job request was begun. Card files, arranged by skills, on temporary workers were maintained by all

three temporary help services. The supervisors selected the cards of temporary workers who possessed the skills required for the job request.

In addition to selecting those temporary workers who possessed the necessary skill level for the job request, the manager of temporary help service B reported that the temporary worker had to be available for work. However, this was not mentioned during the interview with the other two temporary help service managers.

In addition to selecting those temporary workers who possessed the necessary skill level for the job request, the manager of temporary help service C indicated using past experience with the temporary help service and previous work history as a criteria for selecting temporary workers for the job request.

All three temporary help service managers indicated that they telephoned one temporary worker at a time until one accepted the job request.

All three temporary help service managers reported that the supervisors gave the temporary worker a brief description of the job. The description included the skills to be used, type of business, and length of job. When the temporary worker accepted the job, the managers reported that the temporary worker was given the name of the customer, address of the customer, customer's office hours, person to report to on the job, where to park, wage rate for the job, and any other information that would help the temporary worker fit into the job smoothly.

After each customer job request for a temporary worker was filled, all three temporary help service managers reported certain steps were

carried out to ensure that the customer was satisfied with the temporary help service and the temporary worker.

Satisfaction of the Customer with the Temporary Help Service

Customer satisfaction is an integral part of each of the temporary help services included in the present study. This section will explain how temporary help service managers deal with ensuring customer satisfaction throughout the entire job, with dissatisfied customers, and with the types of evaluations of temporary workers' performance on the job.

After the scheduled time for the job to begin, each of the three managers reported that the temporary help service supervisors called the customers to make sure the temporary worker had arrived. If the temporary worker had not arrived at the time of the temporary help supervisor's call, the manager of temporary help service B reported that the supervisor called the temporary worker's home to determine where the temporary worker was. If the temporary worker had not called the temporary help service or shown up for the job, a replacement was found for the job. The other two temporary help service managers did not indicate how this situation was handled.

During the job, the temporary help service supervisors called at various intervals to check on the temporary worker's performance. Each of the three temporary help service managers reported different methods for checking on the temporary worker's performance. While the managers of temporary help services A and B reported that the customers were called to check on the temporary worker's performance, the manager of temporary help service C did not report any method of checking on the

temporary worker during the job. Customers of temporary help service B were called later in the first day of the job to see if the customers were satisfied with the temporary worker's performance. The manager of temporary help service B also reported that for the customer's benefit, he/she always telephoned the day before the job was to be completed to make sure that the temporary worker would not be needed any longer. This practice avoided reassigning the temporary worker if the customer still needed him/her. While the manager of temporary help service A did not telephone the customer during the job, he/she reported that customers were telephoned after the completion of the job and were asked to evaluate the temporary worker's job performance.

When asked if the temporary help services had ever lost customers because of mismatching of customers and temporary workers, all three of the temporary help service managers reported that customers had probably been lost as a result of mismatching. Each of the three temporary help service managers reported that the mismatching was more likely to be a mismatch of personality rather than skill.

Whenever the temporary help service managers were notified by the customer of dissatisfaction with the temporary worker, each of the three managers reported that a replacement worker was offered. In each case of dissatisfaction, the managers of temporary help services B and C reported that an investigation into the situation was made by the managers of the temporary help services. In certain cases, the managers reported that a rate adjustment was made to the customer. The managers of temporary help services B and C reported having a service guarantee

which states that if the customer is not satisfied with the service then the customer will not have to pay for the temporary worker's time. The temporary help service will pay the temporary worker, even if the customer receives a rate adjustment. The manager of temporary help service B also reported that the account representative made a follow-up call to ensure continued good will with the customer.

The customers of all three temporary help services were provided an opportunity to evaluate the temporary workers on job performance. All three temporary help service managers reported that the major evaluation took place after the job was completed. The manager of temporary help service A reported that the customer evaluated the temporary worker's job performance through a telephone call from the manager.

A special form containing a brief questionnaire was sent to each customer of temporary help services B and C, and was used for the final method of evaluation of the temporary worker's job performance. The special form contained specific questions to be answered by the customer about the temporary worker's quality and quantity of work performed, punctuality, possession of necessary skills to perform the job, and ability to adjust to the customer's work. The manager of temporary help service B also reported that if the form was not returned, the customer was called and asked the questions over the telephone.

Whenever an unsatisfactory evaluation of a temporary worker was received, each of the three temporary help service managers reported that the temporary worker was counseled. The temporary help service managers reported varied methods for determining when to counsel a temporary

worker after an unsatisfactory evaluation was received. The manager of temporary help service A reported that temporary workers were only allowed two unsatisfactory evaluations. The temporary worker was counseled after the first unsatisfactory evaluation was received. Once the second unsatisfactory evaluation was received, the temporary worker was no longer called for jobs.

The managers of temporary help services B and C did not report any specific number of unsatisfactory evaluations allowed per temporary worker. The manager of temporary help service C reported that the temporary worker was given another opportunity to improve before the temporary help service no longer called the temporary worker for jobs.

Whenever unsatisfactory evaluations were received on temporary workers, the managers of temporary help services B and C reported that the customer was contacted for more specific details. The manager of temporary help service B reported that if the investigation into the unsatisfactory evaluation revealed that the problem was a mismatch of personality of customer and temporary worker, then nothing was mentioned to the temporary worker.

Each of the three temporary help services used different procedures for measuring and evaluating customer satisfaction with the temporary help services and the temporary workers. These procedures enabled the temporary help service to provide the best possible service to the customers.

Standards for Selecting Temporary Workers

Before an individual can become a temporary worker, each person is given a test or a series of tests to determine their skill levels in selected areas.

Each of the three temporary help services in this study have standards for selecting their temporary workers, based on tests administered. In this section, the various types of tests administered to the temporary worker applicant by the temporary help service supervisors and the minimum acceptable standards on those tests will be discussed.

Typewriting. All three temporary help service managers reported that a typewriting speed and accuracy test was administered. The manager of temporary help service A indicated that the minimum standard was 50 words a minute with one error. The managers of temporary help services B and C reported 55 words a minute as the minimum standard. The manager of temporary help service B reported that the method of net words a minute was used for the typewriting test. In the method of net words a minute, two standard typewriting words are deducted for each error made during the test. The manager of temporary help service C reported that a maximum of three errors was allowed on the test.

Shorthand dictation and transcription. A shorthand dictation and transcription test was administered to any applicant who wanted to use his/her shorthand skills on the temporary jobs. All three temporary help service managers reported that the shorthand dictation and transcription test indicated those temporary work applicants who had a usable shorthand

dictation and transcription skill. The manager of temporary help service B reported that the minimum standard for shorthand dictation was 60 words a minute. The manager of temporary help service B reported that temporary workers with a shorthand dictation skill of 80 words a minute were utilized the most. The manager of temporary help service C reported a minimum standard of 75 words a minute on shorthand dictation. During the interview with the manager of temporary help service A, no specific minimum standards for shorthand dictation were reported, but a range of 80 to 120 words a minute was indicated as the desirable skill for temporary work applicants.

General clerical evaluation. Only two of the three temporary help service managers reported that a general clerical evaluation was administered to applicants. General clerical evaluations used by temporary help services B and C included English, filing, and simple math. The manager of temporary help service B reported that their general clerical evaluation also had spelling and handwriting. In addition, a clerical aptitude section was reported by the manager of temporary help service C to be a part of the test.

Both of the temporary help services having a general clerical evaluation reported minimum standards for the test. A maximum of five errors on the math, filing, and handwriting sections and a minimum of 70 percent correct on the spelling section were the standards reported for the general clerical evaluation by the manager of temporary help service B. The manager of temporary help service C reported 55 percent as the minimum standard on the general clerical test. When questioned

about a general clerical evaluation, the manager of temporary help service A reported that general clerical evaluations had been previously given but had been discontinued because of the present laws regarding employment tests. The manager reported that references were heavily relied upon.

All three temporary help service managers reported that temporary workers were given opportunities to improve their skills. The manager of temporary help service B reported that a machine was available for additional dictation practice, typing, and telephone techniques. The self-pacing method was used. The manager of temporary help service C reported that the skill that temporary workers needed to strengthen the most was typing, and that the office equipment was offered for practice at the office during office hours. Two of the three temporary help service managers indicated that temporary workers were given opportunities to improve their skills through low-skilled jobs. In this method, the temporary worker was given jobs requiring small amounts of skill and as the temporary worker's confidence and skill level improved, the temporary worker received higher skilled jobs. The manager of temporary help service A reported that temporary workers were given low-skilled jobs until their skills improved. The manager of temporary help service B reported that the specific skill code system they used allowed the temporary worker to advance as their skills improved.

Miscellaneous

While the temporary help service provided temporary workers for customers who needed temporary help on flexible schedules, the managers

of each of the three temporary help services in Jackson reported that various programs and benefits were offered for their customers and their temporary workers.

During the interviews, each of the temporary help service managers was asked to provide information about planning programs of temporary usage with customers, demand periods for requests for temporary workers, and benefits for the temporary workers. Each of these is presented below.

Planning programs of temporary usage with customers. According to Sigrist, a planned usage program is a way to use temporary help services by allowing businesses to match their personnel needs to their peaks and valley periods (Sigrist, 1978, p. 90).

The manager of temporary help service A reported that customers were telephoned to determine when vacation help would be needed. Customers were encouraged to call the manager in advance when temporary workers would be needed. A file was kept on those customers who requested temporary workers regularly.

The manager of temporary help service B reported that longstanding customers would usually telephone in advance to request temporary workers. The manager indicated that the main reason for not calling in advance to request a temporary worker was that management did not plan in advance. The manager also reported that a seminar was available, only upon request, and was aimed at describing the planning and utilizing of the temporary help service to the fullest capacity.

The manager of temporary help service C reported that planned usage programs with customers were usually for peak seasons.

Demand periods for requests for temporary workers. Each of the three temporary help service managers was asked about any possible demand periods for requests for temporary workers. The managers of temporary help services A and B reported that requests for temporary workers were fairly steady throughout the year. The manager of temporary help service C reported that the months of March, April, and July through November were the peak months.

The manager of temporary help service A reported that the special needs of their customers were for summer vacations and year-end closings. During the interview, the managers of temporary help services B and C did not report any special customer needs.

Each of the three temporary help service managers reported that a lack of supply of temporary workers had been experienced during these peak periods. Each of the three managers indicated that the greatest demand for temporary workers was in the highly skilled areas, such as expert typists, secretarial, and bookkeeping positions.

Benefits for temporary workers. Each of the three temporary help service managers reported that certain benefits were provided for the temporary workers. All three managers indicated that workmen's compensation benefits and bonding for the temporary workers were provided. The managers of temporary help services B and C reported that certain types of liability insurance were provided. The manager of temporary help service C reported that accident insurance was offered after 100 hours

work within a three-month period. The manager of temporary help service B reported that pay raises were provided annually on all skill code classifications and that raises were given after working a certain number of hours. The manager of temporary help service A reported that the company had no insurance benefits or definite pay raises, but as temporary workers improved on the job they received the better paying jobs.

II. CUSTOMERS OF TEMPORARY HELP SERVICES

In order to determine the customers' perspectives related to the temporary help services in the Jackson, Mississippi, area, 28 Jackson temporary help service customers were interviewed during the week of June 11, 1979 (Questionnaire given in Appendix B). The analysis of customer data given below is summarized under the following topics: (1) characteristics of customers, (2) methods of choosing a specific temporary help service, (3) method of obtaining the temporary worker, (4) reasons for employing the temporary worker, (5) customer satisfaction with the temporary worker, (6) customer rating of the temporary help service, and (7) miscellaneous. A list of 31 customers was obtained from a random sample taken from the Classified Firm Membership Directory of the Jackson Chamber of Commerce. Since data were incomplete for three customers, the following analysis is based on the 28 customers who gave complete data.

Characteristics of Customers

In order to provide information about the size and classifications of the customers of the temporary help services in Jackson, Mississippi, the 28 customers of the temporary help services were classified according to total number of full-time employees, total number of full-time office employees, and standard industrial classifications. For purposes of analysis, a customer was considered small if there were 1 to 30 employees; medium, if 31 to 99 employees; and large, if 100 or more employees.

As shown in Table I, when the 28 customers were classified according to the major standard industrial classification, 10, or 35.7 percent, were classified as Finance/Insurance/Real Estate; 10, or 35.7 percent, were Services; 5, or 17.9 percent, were Manufacturing; and 3, or 10.7 percent, were Wholesale/Retail Trade. There were no customers included in the survey from the standard industrial classifications of agriculture, forestry, and fishing; contract construction; government; mining; transportation and other public utilities; and "other."

The 28 customers were further classified according to size as determined by the total number of full-time employees. Of the 10 Finance/Insurance/Real Estate customers, 5 were classified as small, 2 were medium, and 3 were large. Of the 10 Services customers, 7 were classified as small, 2 were medium, and 1 was large. Of the 5 Manufacturing customers, 1 was classified as small, 0 were medium, and 4 were large. Of the 3 Wholesale/Retail Trade customers, 1 was classified as small, 1 was medium, and 1 was large.

As shown in Table II, the 28 customers were classified according to size as determined by the total number of full-time office employees.

TABLE I

CLASSIFICATION AND SIZE OF FIRMS UTILIZING TEMPORARY HELP
SERVICES IN JACKSON, MISSISSIPPI, ACCORDING TO FULL-TIME
EMPLOYEES, JUNE 1979

Standard Industrial Classifications	Size			Number/Percent	
	Small	Medium	Large		
Finance/Insurance/ Real Estate	5	2	3	10	35.7
Services	7	2	1	10	35.7
Manufacturing	1	0	4	5	17.9
Wholesale/ Retail Trade	<u>1</u>	<u>1</u>	<u>1</u>	<u>3</u>	<u>10.7</u>
Totals	14	5	9	28	100.0

TABLE II

CLASSIFICATION AND SIZE OF FIRMS UTILIZING TEMPORARY HELP
SERVICES IN JACKSON, MISSISSIPPI, ACCORDING TO FULL-TIME
OFFICE EMPLOYEES, JUNE 1979

Standard Industrial Classifications	Size			Number/Percent	
	Small	Medium	Large		
Finance/Insurance/ Real Estate	7	0	3	10	35.7
Services	7	3	0	10	35.7
Manufacturing	3	1	1	5	17.9
Wholesale/ Retail Trade	<u>2</u>	<u>1</u>	<u>0</u>	<u>3</u>	<u>10.7</u>
Totals	19	5	4	28	100.0

Of the 10 Finance/Insurance/Real Estate customers, 7 were classified as small, 0 were medium, and 3 were large. Of the 10 Service customers, 7 were classified as small, 3 were medium, and 0 were large. Of the 5 Manufacturing customers, 3 were classified as small, 1 was medium, and 1 was large. Of the 3 Wholesale/Retail Trade customers, 2 were classified as small, 1 was medium, and 0 were large.

Methods of Choosing a Specific Temporary Help Service

When a customer decided that a temporary worker was needed, a temporary help service had to be chosen. Each of the 28 customers was asked how a specific temporary help service was chosen and if more than one temporary help service was used. More than one reason could be indicated by the customers.

Table III shows the various methods that the 28 customers reported for choosing the temporary help service. Since three customers did not respond, the following responses are based on 25 customer responses. Word of mouth/referral and advertisements (such as the yellow pages and the newspaper) were the most frequently reported methods of choosing a specific temporary help service—6 customers so indicated. Reputation of the temporary help service and trial and error were the second most frequently reported methods of choosing a specific temporary help service—5 customers so indicated. Other methods for choosing a temporary help service and the number of customers so indicating were as follows: acquaintanceship with the temporary help service manager, 3; general knowledge of a specific temporary help service, 2; temporary help service's location close to customer's business, 1; and the only

TABLE III
METHODS OF CHOOSING A SPECIFIC TEMPORARY HELP SERVICE

Methods	Number
Word of Mouth/Referral	6
Advertisements	6
Reputation of the Temporary Help Service	5
Trial and Error	5
Acquaintanceship with Temporary Service Manager	3
General Knowledge of a Specific Temporary Help Service	2
Location of Temporary Help Service's Business to Customer's Business	1
Only Temporary Help Service in Operation When Customer First Needed Temporary Workers	1

temporary help service in operation when temporary workers were first needed by the customer, 1.

When the 28 customers were asked if more than one temporary help service was used, 11, or 39 percent, reported that more than one temporary help service was used; and 17, or 61 percent, reported that only one temporary help service was used.

Of the 11 customers indicating that more than one temporary help service was used, reasons reported included the following: lack of an available temporary worker with the first temporary help service contacted, all temporary help services fail at various times, to get enough temporary workers, to be assured of quality workers at all times, acquaintanceship with owner of more than one temporary help service owner, and to give business to more than one temporary help service.

Of the 17 customers indicating that only one temporary help service was used, 3 reported reasons for the use of only one temporary help service. Those reasons were satisfied with the temporary help service, excellent service and top priority placements from the temporary help service, and reliable service that adequately fills the customer's needs.

Method of Obtaining the Temporary Worker

Once the temporary help service had been chosen, the 28 customers in the present study reported that the temporary help service was telephoned when a temporary worker was needed. The 28 customers reported that the temporary help service supervisors asked specific questions about the job request when the customers called. Specific questions usually asked included the following: description of job to be performed,

specific skills needed, skill level needed, age requirements if necessary, experience needed, preference of a previous worker, length of job, and working hours. One customer also reported that the temporary help service supervisor was asked the wage rate per hour for the skill level requested. Two of the customers reported that when a temporary worker was needed, the temporary help service supervisors were telephoned and given the specific details for the temporary worker requested.

Reasons for Employing the Temporary Worker

Table IV presents responses of the 28 customers concerning reasons for employing the temporary worker. Since more than one reason could be indicated, totals may be more than 28. Temporary replacement was the most frequently indicated reason for employing the temporary worker as 75 percent of the 28 customers so indicated. Of the 21 customers indicating temporary replacement as a reason for employing a temporary worker, 9 were classified as Finance/Insurance/Real Estate; 7, Services; 3, Manufacturing; and 2, Wholesale/Retail Trade.

Peak load periods was the second most frequently indicated reason for employing the temporary worker, as 61 percent of the 28 customers so indicated. Of the 17 customers indicating peak load periods as a reason for employing the temporary worker, 6 were classified as Finance/Insurance/Real Estate; 6, Services; 2, Manufacturing; and 3, Wholesale/Retail Trade.

The following two reasons for employing the temporary worker are grouped together because of the similarity in the number of customers who reported these two reasons. Vacation replacement was the third most

TABLE IV
REASONS FOR EMPLOYING TEMPORARY WORKERS

Reasons	Number/Percent ^a	Standard Industrial Classifications			
		Finance/ Insurance/ Real Estate	Services	Manufacturing	Wholesale/ Retail Trade
Temporary Replacement	21 75	9	7	3	2
Peak Load Periods	17 61	6	6	2	3
Vacation Replacement	12 43	6	2	2	2
One-Time Projects	10 36	5	1	2	2
Specialized Work	3 11	0	2	0	1
Less Paperwork	2 7	2	0	0	0
Lower Employee Cost	2 7	1	1	0	0
Possible Permanent Replacement	2 7	0	1	1	0
Other	2 7	0	1	1	0

^aBased on 28 respondents.

frequently indicated reason for employing a temporary worker, as 43 percent of the 28 customers so indicated. Of the 12 customers indicating vacation replacements as a reason for employing the temporary worker, 6 were classified as Finance/Insurance/Real Estate; 2, Services, 2 Manufacturing; and 2, Wholesale/Retail Trade.

One-time projects was the fourth most frequently indicated reason for employing the temporary worker, as 36 percent of the customers so indicated. Of the 10 customers indicating one-time projects as a reason for employing the temporary worker, 5 were classified as Finance/Insurance/Real Estate; 1, Services; 2, Manufacturing; and 2, Wholesale/Retail Trade.

The following five reasons for employing the temporary worker are grouped together because of the similarity in the number of customers who reported these five reasons. Specialized work was indicated as a reason for employing the temporary worker by three customers. Of the 3 customers indicating specialized work as a reason for employing a temporary worker, 0 were classified as Finance/Insurance/Real Estate; 2, Services; 0, Manufacturing; and 1, Wholesale/Retail Trade.

Less paperwork was indicated as a reason for employing the temporary worker by two customers. Of the 2 customers indicating less paperwork as a reason for employing the temporary worker, 2 were classified as Finance/Insurance/Real Estate; 0, Services; 0, Manufacturing; and 0, Wholesale/Retail Trade.

Lower employee cost was indicated as a reason for employing the temporary worker by two customers. Of the 2 customers indicating lower

employee cost as a reason for employing the temporary worker, 1 was classified as Finance/Insurance/Real Estate; 1, Services; 0, Manufacturing; and 0, Wholesale/Retail Trade.

Possible Permanent replacement was indicated as a reason for employing the temporary worker by two customers. Of the 2 customers indicating possible permanent replacement as a reason for employing a temporary worker, 0 were classified as Finance/Insurance/Real Estate; 1, Services, 1, Manufacturing; and 0, Wholesale/Retail Trade.

"Other" was indicated as a reason for employing the temporary worker by two customers. The specific reasons were sick and personal leaves. Of the 2 customers indicating other as a reason for employing a temporary worker, 0 were classified as Finance/Insurance/Real Estate; 1, Services; 1, Manufacturing; and 0, Wholesale/Retail Trade.

Customer Satisfaction with the Temporary Worker

Customers were asked about the type of feedback provided by the temporary help service, the methods used by the temporary help service to ensure customer satisfaction with the temporary worker, and whether dissatisfaction with a temporary worker had ever occurred.

Of the 28 customers, 22, or 81 percent, indicated that a chance for feedback on satisfaction with the temporary worker was provided; and 5, or 19 percent, indicated that no chance for feedback was provided. One customer did not respond.

Of the 22 customers asked what procedures had been used to ensure satisfaction with the temporary worker, two procedures were reported. The 22 customers reported that telephone calls from the temporary help

service supervisors checking on the job performance of the temporary workers and/or the completion of a special form containing a questionnaire were the procedures most often used by the temporary services.

Four customers reported procedures that they used to make sure the temporary worker would be satisfactory and meet requirements. These procedures were working closely with the temporary help service manager, giving constant feedback to the temporary help service on the quality of temporary workers sent, and being specific about job requirements when the job request is placed.

When the 28 customers were asked if they had ever been dissatisfied with the temporary worker(s) sent, 16, or 57 percent, reported that dissatisfaction had occurred; and 12, or 43 percent, reported that dissatisfaction had not occurred. The reasons for dissatisfaction of the 16 customers included the following: lack of qualifications, wrong attitude, unacceptable work production, undependable, incompetent, unable to follow instructions, personality conflict, and chain smoking.

Customer Rating of the Temporary Help Service

The 28 customers were asked to rate the temporary help service each used most often on five criteria: past performance of the temporary help service, quality of service given to your firm, quality of temporary worker(s) sent to your firm, reputation of the temporary help service, and speed in supplying personnel for temporary work. Table V presents the customers' ratings of the temporary help service each customer uses most often. Tables VI to IX present the customers' ratings of the temporary help services according to standard industrial classifications.

TABLE V
CUSTOMER RATINGS OF THE TEMPORARY HELP SERVICE

Criteria	Ratings					
	Excellent Number/Percent	Good Number/Percent	Fair Number/Percent	Poor Number/Percent		
Past Performance of the Temporary Help Service	15 54	13 46	0 0	0 0		0 0
Quality of Service Given to Your Firm	16 57	12 43	0 0	0 0		0 0
Quality of Temporary Worker(s) Sent to Your Firm	10 36	17 60	1 4	0 0		0 0
Reputation of the Temporary Help Service	20 71	7 25	1 4	0 0		0 0
Speed in Supplying Personnel for Temporary Work	20 71	7 25	1 4	0 0		0 0

TABLE VI
FINANCE/INSURANCE/REAL ESTATE CUSTOMER RATINGS
OF THE TEMPORARY HELP SERVICE

Criteria	Ratings			
	Excellent	Good	Fair	Poor
Past Performance of the Temporary Help Service	6	4	0	0
Quality of Service Given to Your Firm	5	5	0	0
Quality of Temporary Worker(s) Sent to Your Firm	5	5	0	0
Reputation of the Temporary Help Service	6	4	0	0
Speed in Supplying Personnel for Temporary Work	7	3	0	0

TABLE VII
SERVICE CUSTOMER RATINGS OF THE TEMPORARY HELP SERVICE

Criteria	Ratings			
	Excellent	Good	Fair	Poor
Past Performance of the Temporary Help Service	5	5	0	0
Quality of Service Given to Your Firm	5	5	0	0
Quality of Temporary Worker(s) Sent to Your Firm	4	5	1	0
Reputation of the Temporary Help Service	8	1	1	0
Speed in Supplying Personnel for Temporary Work	6	3	1	0

TABLE VIII
MANUFACTURING CUSTOMER RATINGS OF THE TEMPORARY HELP SERVICE

Criteria	Ratings			
	Excellent	Good	Fair	Poor
Past Performance of the Temporary Help Service	2	3	0	0
Quality of Service Given to Your Firm	4	1	0	0
Quality of Temporary Worker(s) Sent to Your Firm	0	5	0	0
Reputation of the Temporary Help Service	3	2	0	0
Speed in Supplying Personnel for Temporary Work	4	1	0	0

TABLE IX
WHOLESALE/RETAIL TRADE CUSTOMER RATINGS OF THE
TEMPORARY HELP SERVICE

Criteria	Ratings			
	Excellent	Good	Fair	Poor
Past Performance of the Temporary Help Service	2	1	0	0
Quality of Service Given to Your Firm	2	1	0	0
Quality of Temporary Worker(s) Sent to Your Firm	0	3	0	0
Reputation of the Temporary Help Service	3	0	0	0
Speed in Supplying Personnel for Temporary Work	3	0	0	0

Of the 28 customers, 15, or 54 percent, rated the past performance of the temporary help service used most often as excellent; 13, or 46 percent, good; and none as fair or poor. Of these 15, 6 were classified as Finance/Insurance/Real Estate; 5, Services; 2, Manufacturing; and 2, Wholesale/Retail Trade. Of these 13, 4 were classified as Finance/Insurance/Real Estate; 5, Services; 3, Manufacturing; and 1, Wholesale/Retail Trade.

Of the 28 customers, 16, or 57 percent, rated the quality of service given by the temporary help service used most often as excellent; 12, or 43 percent, good; and none as fair or poor. Of the 16, 5 were classified as Finance/Insurance/Real Estate; 5, Services, 4, Manufacturing; and 2, Wholesale/Retail Trade. Of the 12, 5 were classified as Finance/Insurance/Real Estate; 5, Services; 1, Manufacturing; and 1, Wholesale/Retail Trade.

Of the 28 customers, 10, or 36 percent, rated the quality of temporary worker(s) sent to the firm by the temporary help service used most often as excellent; 17, or 60 percent, good; 1, or 4 percent, fair; and none as poor. Of the 10, 5 were classified as Finance/Insurance/Real Estate; 4, Services; 0, Manufacturing; and 0, Wholesale/Retail Trade. Of the 17, 5 were classified as Finance/Insurance/Real Estate; 5, Services; 5, Manufacturing; and 3, Wholesale/Retail Trade. The one customer who rated the quality of temporary worker(s) sent to the firm as fair was classified as Services.

Of the 28 customers, 20, or 71 percent, rated the reputation of the temporary help service used most often as excellent; 7, or 25 percent,

good; 1, or 4 percent, fair; and none as poor. Of the 20, 6 were classified as Finance/Insurance/Real Estate; 8, Services; 3 Manufacturing; and 3, Wholesale/Retail Trade. Of the 7, 4 were classified as Finance/Insurance/Real Estate; 1, Services; 2, Manufacturing; and none as Wholesale/Retail Trade. The one customer who rated the reputation of the temporary help service used most often as fair was classified as Services.

Of the 28 customers, 20, or 71 percent, rated the speed in supplying personnel for temporary work of the temporary help service used most often as excellent; 7, or 25 percent, good; 1, or 4 percent, fair; and none as poor. Of the 20, 7 were classified as Finance/Insurance/Real Estate; 6, Services; 4, Manufacturing; and 3, Wholesale/Retail Trade. Of the 7, 3 were classified as Finance/Insurance/Real Estate; 3, Services; 1, Manufacturing; and none, Wholesale/Retail Trade. The one customer who rated the speed in supplying personnel for temporary work of the temporary help service used most often as fair was classified as Services.

Miscellaneous

Customers were asked during which months temporary workers were requested most, the frequency of temporary help service use, if any programs of planned usage of temporary help services existed, and about hiring temporary workers permanently. Each of these is presented below.

Customers' peak periods for requests for temporary workers. Table X presents the customers' peak periods for requests for temporary workers. Of the 28 customers, 15, or 54 percent, reported no peak months/periods

TABLE X
CUSTOMERS' PEAK PERIODS FOR REQUESTS FOR TEMPORARY WORKERS

Month	Number	Percent	Month	Number	Percent
June	8	29	March	2	7
July	6	21	December	2	7
April	4	14	February	1	4
January	4	14	September	1	4
May	3	11	October	1	4
August	3	11	November	1	4

for which temporary workers were specifically requested; and 13, or 46 percent, reported having peak months/periods.

Of the 13 customers indicating peak months/periods for which temporary workers were specifically requested, the most frequent month for requests for temporary workers was June, with 8, or 29 percent, of the customers so indicating. The second most frequently reported month for requests for temporary workers was July, with 6, or 21 percent, of the customers so indicating. Other months for which customers requested temporary workers were as follows: April and January, 4, or 14 percent; May and August, 3, or 11 percent; March and December, 2, or 7 percent; and February, September, October, and November, 1, or 4 percent.

Frequency of temporary help service use. The 28 customers were asked how frequently each business used temporary help services during the year. Infrequent usage was considered 1 to 4 times per year; regular usage, 2 or more times per month; and heavy usage, on a continuous basis.

Of the 28 customers asked how frequently each business used temporary help services during the year, 21, or 75 percent, were classified as infrequent users (1 to 4 times per year); 7, or 25 percent, regular users (2 or more times per month); and none, heavy users (continuously).

Planned usage programs. The 28 customers were asked if the business followed any programs of planned usage with the temporary help services. Of the 28, 4, or 15 percent, indicated having planned usage programs; 23, or 85 percent, indicated no planned usage programs; and 1 customer did not respond.

Hiring temporary workers permanently. When asked if a temporary worker had ever been hired on a permanent basis, 14, or 50 percent, of the 28 customers indicated yes; and 14, or 50 percent, indicated no. Of these 14 customers who had hired temporary workers on a permanent basis, 11 indicated the following reasons for hiring the temporary worker on a permanent basis: temporary workers were good workers, quality of their work was exceptional; temporary workers expressed an interest in a permanent position and a position came open in the business; and one temporary worker had experience at a similar business.

When the 28 customers were asked if there were any reasons for not hiring a temporary worker on a permanent basis, 10, or 36 percent, reported that there were reasons for not hiring a temporary worker on a permanent basis; and 18, or 64 percent, reported that there were no reasons for not hiring a temporary worker on a permanent basis. Of the 10 customers who reported having reasons for not hiring a temporary worker on a permanent basis, 5 reported the following reasons for not hiring a temporary worker on a permanent basis: fee required, fee too high, work not frequent enough to hire another person, unethical to hire a temporary worker while employed by the temporary help service, and temporary workers did not desire permanent or full-time work.

III. TEMPORARY WORKERS

In order to determine the attitudes of the temporary workers toward the temporary help services and the personal characteristics and educational backgrounds of the temporary workers in the Jackson, Mississippi,

area, 27 temporary workers were interviewed during the weeks of June 11, 1979, and August 27 to September 28, 1979 (Questionnaire given in Appendix C). The analysis of temporary worker data given below is summarized under the following topics: (1) characteristics of the temporary workers, (2) reasons for choosing temporary work, (3) secretarial training and qualifications, (4) the temporary worker on the job, and (5) career perspectives.

Characteristics of the Temporary Workers

In order to provide information concerning the personal characteristics of the temporary workers in Jackson, Mississippi, the 27 temporary workers were classified according to marital status, age group, and number of days available for work per week. For purposes of analysis, marital status was classified according to the following groups: married, unmarried, divorced or widowed. Age was classified according to the following groups: less than 25 years, 25 to 34 years, 35 to 44 years, and 45 years and above. Number of days available for work per week was classified according to the following groups: one day, two to four days, five days, or six days.

As shown in Table XI, when the temporary workers were classified according to marital status, 18, or 67 percent, were classified as married; 6, or 22 percent, unmarried; 2, or 7 percent, divorced; and 1, or 4 percent, widowed.

As shown in Table XII, when the temporary workers were classified according to age group, 9, or 33 percent, were classified as less than

TABLE XI
MARITAL STATUS OF THE TEMPORARY WORKERS

Marital Status	Number	Percent
Married	18	67
Unmarried	6	22
Divorced	2	7
Widowed	1	4

TABLE XII
AGE GROUPS OF THE TEMPORARY WORKERS

Age Groups	Number	Percent
Less Than 25 Years	9	33
25 to 34 Years	10	37
35 to 44 Years	1	4
45 Years and Above	7	26

25; 10, or 37 percent, 25 to 34; 1, or 4 percent, 35 to 44; and 7, or 26 percent, 45 and above.

As shown in Table XIII, when the temporary workers were classified according to number of days available for work per week, 0 were classified as being available one day per week; 6, or 22 percent, two to four days; 19, or 70 percent, five days; and 2, or 7 percent, six days.

Reasons for Choosing Temporary Work

Each of the 27 temporary workers was asked his/her specific reasons for choosing temporary work. The responses are grouped according to reasons dealing with family, full-time permanent jobs, work experience, and miscellaneous. More than one reason could be indicated by the temporary workers.

The 27 temporary workers reported various reasons for choosing temporary work with regard to the family. Those reasons were: being able to spend more time with family, husband does not want her to work full time, husband subject to business transfer, and resigned full-time position to retire with husband.

The 27 temporary workers reported various reasons for choosing temporary work with regard to full-time permanent jobs. Those reasons were: looking for permanent work, keep up skills while looking for permanent work, rest from permanent work, out of permanent work, overqualified for permanent positions, and good contacts for future jobs.

The 27 temporary workers reported various reasons for choosing temporary work with regard to work experience. Those reasons were:

TABLE XIII
AVAILABILITY OF THE TEMPORARY WORKERS

Days Per Week	Number	Percent
One Day	0	0
Two to Four Days	6	22
Five Days	19	70
Six Days	2	7

variety of work experience and wanted knowledge of actual business functions.

The 27 temporary workers reported other reasons for choosing temporary work. Those reasons were: meet people, freedom to choose when to work, freedom for leisure activities, no job commitment, supplement income, earn quick money, and do not need a permanent job.

Attractive features of temporary work. Each of the 27 temporary workers was asked to list the three most attractive features of temporary work. Table XIV presents the most attractive features of temporary work as indicated by the 27 temporary workers.

Choice of hours was the most attractive feature of temporary work, as 16, or 59 percent, of the temporary workers so indicated.

Changing environment and freedom of movement were the second most attractive features of temporary work, as 14, or 52 percent, of the temporary workers so indicated.

Added work experience was the third most attractive feature of temporary work, as 12, or 44 percent, of the temporary workers so indicated.

Lack of commitment to a specific job and meeting more people/making more friends were the fourth most attractive features of temporary work, as 9, or 33 percent, of the temporary workers so indicated.

The three following attractive features of temporary work were grouped together because of the similarity in the number of temporary workers who indicated these features. Lack of responsibility, short-term

TABLE XIV
ATTRACTIVE FEATURES OF TEMPORARY WORK ACCORDING TO
THE TEMPORARY WORKERS^a

Features	Number	Percent
Choice of Hours	16	59
Changing Environment	14	52
Freedom of Movement	14	52
Added Work Experience	12	44
Lack of Commitment to a Specific Job	9	33
Meeting More People/ Making More Friends	9	33
Lack of Responsibility	3	11
Short-Term Salary	3	11
Other	1	4

^aBased on 27 respondents.

salary, and other were also attractive features of temporary work, as 7 of the temporary workers so indicated.

Each of the 27 temporary workers was asked to rank the three most attractive features of temporary work. Since two temporary workers did not rank the most attractive features, the following analysis is based on 25 temporary workers. Table XV presents the most attractive features of temporary work, as ranked by the 25 temporary workers.

Freedom of movement was ranked the most attractive feature of temporary work, as 7 of the temporary workers so indicated. Other attractive features of temporary work ranked most attractive by the temporary workers were: choice of hours, 5; added work experience, 4; lack of commitment to a specific job, 4; changing environment, 3; meeting more people/making more friends, 1; other, 1; lack of responsibility, 1; and short-term salary, 0.

Changing environment and choice of hours were ranked the second most attractive features of temporary work, as 6 of the temporary workers so indicated. Other attractive features of temporary work ranked second most attractive by the temporary workers were: added work experience, 3; freedom of movement, 3; lack of commitment to a specific job, 2; meeting more people/making more friends, 2; short-term salary, 2; lack of responsibility, 1; and other, 0.

Meeting more people/making more friends was ranked the third most attractive feature of temporary work, as 6 of the temporary workers so indicated. Other attractive features of temporary work ranked third most attractive by the temporary workers were: choice of hours, 4; added work

TABLE XV
TEMPORARY WORKERS' RANKINGS^a OF THE ATTRACTIVE
FEATURES OF TEMPORARY WORK

Features	Ranking		
	One	Two	Three
Choice of Hours	5	6	4
Changing Environment	3	6	3
Freedom of Movement	7	3	3
Added Work Experience	4	3	3
Lack of Commitment to a Specific Job	4	2	3
Meeting More People/ Making More Friends	1	2	6
Lack of Responsibility	0	1	2
Short-Term Salary	0	2	0
Other	1	0	1

^aBased on 25 respondents.

experience, 3; changing environment, 3; freedom of movement, 3; lack of commitment to a specific job, 3; lack of responsibility, 2; other, 1; and short-term salary, 0.

Unattractive features of temporary work. Each of the 27 temporary workers was asked to list the three most unattractive features of temporary work. Since one temporary worker did not respond, the following analysis is based on 26 temporary workers. Table XVI presents the most unattractive features of temporary work, as ranked by the 26 temporary workers.

Low pay compared to regular employees was the most unattractive feature of temporary work, as 16, or 62 percent, of the temporary workers so indicated.

Dreary work given to temporary workers was the second most unattractive feature of temporary work, as 11, or 42 percent, of the temporary workers so indicated.

Lack of holiday pay and lack of other benefits were the third most unattractive feature of temporary work, as 10, or 38 percent, of the temporary workers so indicated.

Lack of responsibility was the fourth most unattractive feature of temporary work, as 9, or 35 percent, of the temporary workers so indicated.

The five following unattractive features of temporary work were grouped together because of the similarity in the number of temporary workers who indicated these features. Feeling of being unwanted or left

TABLE XVI
UNATTRACTIVE FEATURES OF TEMPORARY WORK ACCORDING TO
THE TEMPORARY WORKERS^a

Features	Number	Percent
Low Pay Compared to Regular Employees	16	62
Dreary Work Given to Temporary Workers	11	42
Lack of Holiday Pay	10	38
Lack of Other Benefits	10	38
Lack of Responsibility	9	35
Feeling of Being Unwanted or Left Out	6	23
Job Insecurity	5	19
Lack of Sick Pay	5	19
Movement from Locality to Locality	2	8
Other	4	15

^aBased on 26 respondents.

out was an unattractive feature of temporary work, as 6 of the temporary workers so indicated.

Job insecurity and lack of sick pay were unattractive features of temporary work, as 5 of the temporary workers so indicated.

Other was an unattractive feature of temporary work, as 4 of the temporary workers so indicated. The specific unattractive features were being under stress to learn another clerical system quickly and efficiently, overloading of temporary worker with work, check mailed from home office may be late, and insufficient instructions given to temporary worker at the job.

Movement from locality to locality was an unattractive feature of temporary work, as 2 of the temporary workers so indicated.

Each of the 27 temporary workers was asked to rank the three most unattractive features of temporary work. Since two temporary workers did not rank the most unattractive features, the following analysis is based on 25 temporary workers. Table XVII presents the most unattractive features of temporary work, as ranked by the 25 temporary workers.

Low pay compared to regular employees was ranked as the most unattractive feature of temporary work, as 6 of the temporary workers so indicated. Other unattractive features of temporary work ranked most unattractive were: feeling of being unwanted or left out, 5; dreary work given to temporary workers, 4; lack of other benefits, 4; lack of holiday pay, 2; job insecurity, 1; lack of sick pay, 1; lack of responsibility, 1; other, 1; and movement from locality to locality, 0.

Low pay compared to regular employees, dreary work given to temporary workers, and lack of holiday pay were ranked as the second most

TABLE XVII
 TEMPORARY WORKERS' RANKINGS^a OF THE UNATTRACTIVE
 FEATURES OF TEMPORARY WORK

Features	Ranking		
	One	Two	Three
Low Pay Compared to Regular Employees	6	4	6
Dreary Work Given to Temporary Workers	4	4	3
Lack of Holiday Pay	2	4	3
Lack of Other Benefits	4	2	3
Lack of Responsibility	1	3	4
Feeling of Being Unwanted or Left Out	5	1	0
Job Insecurity	1	3	1
Lack of Sick Pay	1	3	0
Movement from Locality to Locality	0	0	2
Other	1	0	2

^aBased on 25 respondents.

unattractive features of temporary work, as 4 of the temporary workers so indicated. Other unattractive features of temporary work ranked most unattractive were: job insecurity, 3; lack of sick pay, 3; lack of responsibility, 3; lack of other benefits, 2; feeling of being unwanted or left out, 1; movement from locality to locality, 0; and other, 0.

Low pay compared to regular employees was ranked as the third most unattractive feature of temporary work, as 6 of the temporary workers so indicated. Other unattractive features of temporary work ranked third most unattractive were: lack of responsibility, 4; dreary work given to temporary workers, 3; lack of holiday pay, 3; lack of other benefits, 3; movement from locality to locality, 2; other, 2; job insecurity, 1; feeling of being unwanted or left out, 0; and lack of sick pay, 0.

Secretarial Training and Qualifications

Each of the 27 temporary workers was asked the source of secretarial training and what type of qualifications for secretarial work were possessed. More than one response could be indicated by the temporary workers.

Table XVIII presents the responses of the 27 temporary workers when asked the source of secretarial training.

High school was the most frequently indicated source of secretarial training, as 16, or 59 percent, of the 27 temporary workers so indicated.

Other was the second most frequently indicated source of secretarial training, as 10, or 37 percent, of the 27 temporary workers so indicated. The specific source indicated by each of these 10 temporary workers was on-the-job experience.

TABLE XVIII
SOURCES OF SECRETARIAL TRAINING OF THE
TEMPORARY WORKERS

Places	Number	Percent
High School	16	59
Senior College or University	6	22
Business College	3	11
Community or Junior College	3	11
Temporary Help Service-Sponsored Training Program	1	4
Area Vocational School	0	0
Other	10	37

Senior college or university was the third most frequently indicated source of secretarial training, as 6, or 22 percent, of the 27 temporary workers so indicated.

The following sources of secretarial training are grouped together because of the similarity in the number of temporary workers who reported these four sources. Business college was indicated as the source of secretarial training by three temporary workers.

Community or junior college was indicated as the source of secretarial training by three temporary workers.

Temporary help service-sponsored training program was indicated as the source of secretarial training by one temporary worker.

Area vocational school was not indicated by any temporary workers in the present study as a source of secretarial training.

Table XIX presents the responses of the 27 temporary workers when asked his/her qualifications for secretarial work.

Typewriting was indicated as a skill by 25, or 93 percent, of the 27 temporary workers. The 25 temporary workers indicated typewriting speeds ranging from 40 to 104 words a minute.

Shorthand dictation was indicated as a skill by 13, or 48 percent, of the 27 temporary workers. The 13 temporary workers indicated shorthand speeds ranging from 45 to 120 words a minute.

Machine transcription was indicated as a skill by 22, or 81 percent, of the temporary workers.

Automatic typewriter/word processing equipment was indicated as a skill by 15, or 56 percent, of the 27 temporary workers.

TABLE XIX
QUALIFICATIONS OF TEMPORARY WORKERS FOR
SECRETARIAL WORK

Qualifications	Number	Percent
Typewriting	25	93
Shorthand Dictation	13	48
Machine Transcription	22	81
Automatic Typewriter/ Word Processing Equipment	15	56
Keypunch	2	7
Other	14	52

Keypunch was indicated as a skill by 2, or 7 percent, of the 27 temporary workers.

Other skill qualifications indicated by 14, or 52 percent, of the 27 temporary workers in rank order were: adding machine/calculator, 7; telephone equipment, 2; data processing terminals, 2; teletype, 2; filing, 2; and bookkeeping, 2.

The Temporary Worker on the Job

Each of the 27 temporary workers was asked what type of job description and orientation he/she received for the job from the temporary help service supervisor, if skills were actually utilized on those jobs requiring a skill or skill combination, and if he/she felt a sense of obligation to the temporary help service.

When a temporary worker accepted a job, the temporary help service supervisor provided the temporary worker with a job description. The 27 temporary workers indicated that the job description included the following: name and location of the customer, wage rate, duties and skills to be used, customer's office hours, whom to report to, approximate length of job, and type of equipment to be used.

The 27 temporary workers made the following comments regarding the job descriptions and orientation: customer's employees are very courteous and helpful in training, very little orientation given at job, job description unclear and inaccurate, job description pretty much prepares you for the job, no orientation, good description of job, job description usually true to form, job description deliberately misleading in order to get temporary worker to accept the job, and very little help is given.

When the 27 temporary workers were asked if his/her skills were actually utilized on those jobs requiring a skill or skill combination, each of the temporary workers reported that the skills were utilized.

When the 27 temporary workers were asked if he/she felt a sense of commitment to the temporary help service, 26, or 96 percent, of the temporary workers did feel a sense of commitment, while 1, or 4 percent, did not feel a sense of commitment.

Of the 26 temporary workers indicating that he/she felt a sense of commitment to the temporary help service, comments reported included the following: depends on the person, feel a very strong commitment, rarely walk off jobs, will leave the job if the customer's demands are a bit more than expected for the pay, give the temporary help service the best effort, feel commitment to self then to the temporary help service, a job should be finished if you accept it, give the employer the best work, and finishing the job is a condition of employment with the temporary help service.

Career Perspectives

Temporary workers were asked about his/her career perspectives. Each of the 27 temporary workers was asked if he/she would take a permanent job if one were offered and if temporary work were not available would he/she not seek a job or seek a full-time permanent job.

When the 27 temporary workers were asked if he/she would take a permanent job, 17, or 63 percent, of the temporary workers indicated yes while 10, or 37 percent, indicated no. The 17 temporary workers who indicated he/she would take a permanent job if offered one reported the

following comments: would depend upon job and other related benefits, if college degree could be used, good salary, will take a permanent job when child is older, and presently seeking permanent job.

The 10 temporary workers who indicated he/she would not take a permanent job reported the following comments: not able to be committed to a permanent job, do not want to work full time, enjoy being own boss, working on a college degree, and enjoy leisure time.

When the 27 temporary workers were asked if temporary work were not available would he/she not seek a job or seek a full-time permanent job, 9, or 35 percent, indicated he/she would seek no job; 17, or 65 percent, would seek a full-time permanent job; and 1 did not respond.

IV. COMPARISON OF RESPONSES TO SELECTED QUESTIONS BY TEMPORARY HELP SERVICES, CUSTOMERS, AND TEMPORARY WORKERS

The following paragraphs present a summary of the similarities and differences of the responses of the temporary help service managers, the customers, and the temporary workers on selected topics.

Temporary Help Services and Customers

In order to determine the similarities and differences between the temporary help services and the customers, the responses of the temporary help service managers and the customers were compared. Selected topics to be compared include the following: method of obtaining the temporary worker, customer satisfaction with the temporary help services, demand periods for requests for temporary workers, and planning programs of temporary usage.

Method of obtaining the temporary worker. The temporary help service managers and the customers reported that the temporary help service was telephoned when a temporary worker was needed by the customer. The temporary help service managers and the customers reported that the supervisors asked the customers specific details about the job request. Specific details asked were specific skills needed, skill level needed, length of job, and description of the job to be performed. One temporary help service manager and two customers reported that when a temporary worker was needed, the customer telephoned the temporary help service supervisors and gave the specific details of the job request.

Customer satisfaction with the temporary help service. The three temporary help service managers and 22 customers reported that the customers were provided a chance for feedback to the temporary help service on the job performance of the temporary worker. The two methods used for feedback to the temporary help service were telephone calls and/or special forms containing a questionnaire. All three temporary help service managers reported that telephone calls were made to the customer to check on the temporary worker's job performance, but only two of the managers reported using the special form containing the questionnaire. The 22 customers reported that telephone calls and/or the special form containing the questionnaire were used to provide feedback to the temporary help service.

While the three temporary help service managers indicated that customers were provided a chance for feedback on the job performance of the temporary worker, five of the customers reported that no opportunity for feedback was provided.

The three temporary help service managers and the customers reported that dissatisfaction of the customers with the temporary worker had occurred. While the temporary help service managers indicated that the dissatisfaction might be due to a mismatch of personality rather than skill, 16 customers reported the following reasons for dissatisfaction with the temporary worker: lack of qualifications, wrong attitude, unacceptable work production, undependable, incompetent, unable to follow directions, personality conflict, and chain smoking.

Demand periods for requests for temporary workers. The manager of one temporary help service reported March, April, and July through November as peak months for requests for temporary workers, while the other two temporary help service managers reported that requests for temporary workers were fairly steady throughout the year. Of the 28 customers, 14 reported June and July as the most frequent peak months for requests for temporary workers.

Planning programs of temporary usage. All three of the temporary help service managers and four of the customers reported they had planned usage programs.

Two of the temporary help service managers reported that the planned usage programs were mainly for vacation replacements and peak seasons.

Temporary Help Services and Temporary Workers

In order to determine the similarities and differences between the temporary help services and the temporary workers, the responses of the temporary help services and the temporary workers concerning job descriptions and orientation for jobs will be compared.

The three temporary help service managers and the 27 temporary workers reported that the job descriptions for jobs included the following: name and location of the customer, wage rate, duties and skills to be used, customer's office hours, person to report to on the job, approximate length of the job, and type of equipment to be used.

The three temporary help service managers did not indicate that any orientation was given to the temporary workers before going to the job. The temporary workers made the following comments concerning the job descriptions and orientation: customer's employees are very courteous and helpful in training, very little orientation given at job, job description pretty much prepares you for the job, no orientation, good description of job, job description usually true to form, job description deliberately misleading in order to get temporary worker to accept the job, and very little help is given.

V. COMPARISON OF THE FINDINGS OF THE PRESENT STUDY WITH RELATED STUDIES

To determine the similarities between the role of temporary help services in Jackson, Mississippi, and the role of temporary help services in the Leone and Burke and the Moore studies, a comparison of selected findings of these two studies with the present study was made. The Leone and Burke study was completed in 1976, and the Moore Study was completed in 1963.

The comparison of the findings of the present study with the Leone and Burke and the Moore studies are as follows:

Comparison with the Leone and Burke Study

In 1976 Leone and Burke interviewed 492 women/reentrants of a temporary help service in the Philadelphia SMSA. Backgrounds of selected temporary help service customers were also compiled for the study. Temporary help service customers in the Philadelphia SMSA were found to be representative of all standard industrial classifications of the economy. Manufacturing and Service industries were more frequent temporary help service users than other industries. The present study and the Leone and Burke study found Service Industries as one of the most frequent users of temporary help services.

Comparison with the Moore Study

In 1963 Moore conducted a study to ascertain the practices and procedures of a temporary help service. Manpower, Inc., Madison, Wisconsin, provided 416 former temporary workers, 62 present temporary workers, and 40 customers as the data base.

Moore and the present study found that pay rates were the chief objection to the temporary help service arrangement by the temporary workers. Temporary workers felt that pay rates were low compared to regular employees.

Moore and the present study found that customers rated the temporary help service satisfactory on quality and past performance of the service and quality of temporary workers.

The following chapter will present a summary of the findings, implications, and recommendations relating to the temporary help services, the customers, and the temporary workers.

CHAPTER IV

FINDINGS, IMPLICATIONS, AND RECOMMENDATIONS

The purpose of this chapter is to present the findings, implications, and recommendations that resulted from personal interviews with temporary help service managers, customers of temporary help services, and temporary workers.

The purposes of this study were (1) to determine the role of temporary office help services in Jackson, Mississippi, and (2) to identify the implications for the training of office workers. Answers to the following questions were sought:

Temporary Help Services

1. How widespread is the use of temporary help services in the business community?
2. What are the requirements for temporary worker applicants?
3. What selection devices are used for choosing temporary workers?
4. How are customers' job needs identified by the temporary help services?
5. How are temporary help service workers chosen for the job?
6. What procedures are used to ensure satisfaction with the service?

Customers

7. What are the reasons for use of temporary help services?
8. How do customers perceive the role of temporary help services?

Temporary Help Service Workers

9. What are the reasons temporary help workers choose temporary employment?
10. What are the qualifications of selected temporary help service workers?
11. How well are qualifications utilized on the job?

Questionnaires and personal interviews were conducted with 3 temporary help service managers, 28 customers who used the temporary help services, and 27 temporary workers in Jackson, Mississippi. The customers and the temporary workers were obtained through the Classified Firm Membership Directory of the Jackson Chamber of Commerce and from the files of Kelly Services, Inc., Kelly Girl Division, respectively.

I. MAJOR FINDINGS

The first section of this chapter reflects the major findings related to the practices and policies of the 3 temporary help services; the perspectives of the 28 customers; and the attitudes, personal characteristics, and educational backgrounds of the 27 temporary workers.

Temporary Help Services

1. One temporary help service in Jackson, Mississippi, is a franchise branch; one, license; and one, independently owned.
2. The temporary help service managers reported that customer job requests for temporary workers were taken over the telephone.
3. Temporary help service managers classified job requests according to skills needed in order to choose a specific temporary worker

for the job requests. Card files on the temporary workers were arranged according to skills possessed by the temporary workers.

4. When a temporary worker is chosen for and accepts a job, the temporary help service supervisors give the temporary worker specific details about the job.

5. Temporary help service supervisors called customers to check on the job performance of the temporary worker during and after the job; also called to give customers an opportunity to evaluate the performance of the temporary workers. Questionnaires were used in two temporary help services to give customers an opportunity for feedback.

6. Customers are offered a replacement worker when dissatisfaction with the temporary worker occurs; investigations into the reasons for dissatisfaction are performed by two temporary help service managers; and temporary workers are counseled and given an opportunity to improve when unsatisfactory evaluations are received.

7. Minimum acceptable typing standards on a typing speed and accuracy test were 50 to 55 words a minute.

8. Minimum acceptable shorthand standards on a shorthand dictation and transcription test were 60 to 80 words a minute.

9. Two temporary help service managers reported that a general clerical evaluation test was administered to temporary worker applicants. Minimum acceptable standards reported by one temporary help service manager were 55 percent on the test. Another temporary help service manager reported minimum standards of 95 percent on the general clerical test and 70 percent on a spelling test.

10. Temporary help service managers reported that temporary workers who needed to brush up on skills were given low-skilled jobs until their skills improved.

11. Vacation replacements and peak season additions were two reasons temporary help service managers indicated they had a planned usage program.

12. Two temporary help service managers reported that requests from customers for temporary workers were fairly steady throughout the year.

13. Temporary help service managers reported that a lack of supply of temporary workers had been experienced during high demand months. Highly skilled areas, such as expert typists, secretarial, and bookkeeping, provided the greatest demand for temporary workers.

14. Temporary help service managers reported that temporary workers received workmen's compensation benefits and bonding.

Customers

15. Ten of the customers were classified as Finance/Insurance/Real Estate; 10, Services; 5, Manufacturing; and 3, Wholesale/Retail Trade.

16. When classified according to total number of full-time employees, 14 of the customers were small businesses; 5, medium; and 9, large.

17. Word of mouth/referral and advertisements were the most frequently reported methods of choosing a specific temporary help service by the customers.

18. Telephone was used as a tool for obtaining the temporary worker. The customers reported that temporary help service supervisors asked specific details about the job request.

19. Temporary replacement, peak load periods, vacation replacement, and one-time projects were the main reasons for employing the temporary worker.

20. Of the 28 customers, 22 indicated that a chance for feedback on the performance of the temporary worker had been provided; and 5 indicated that no chance for feedback was provided.

21. The 22 customers indicated that telephone calls and/or the completion of a questionnaire were the procedures used to ensure satisfaction with the temporary worker.

22. When the customers rated the past performance of the temporary help service used most often, 15 rated the temporary help service excellent; and 13, good.

23. When the customers rated the quality of service given by the temporary help service used most often, 16 rated the temporary help service excellent; and 12, good.

24. When the customers rated the quality of temporary worker(s) sent to the firm by the temporary help service used most often, 10 rated the temporary help service excellent; 17, good; and 1, fair.

25. When the customers rated the reputation of the temporary help service used most often, 20 rated the temporary help service excellent; 7, good; and 1, fair.

26. When the customers rated the speed in supplying personnel for temporary work of the temporary help service used most often, 20 rated the temporary help service excellent; 7, good; and 1, fair.

27. Of the 28 customers, 15 reported no peak months/periods for which temporary workers were specifically requested, and 13 reported having peak months/periods—June and July were indicated most frequently.

28. Of the 28 customers asked how frequently each business used temporary help services during the year, 21 were classified as infrequent users (1 to 4 times per year); 7, regular users (2 or more times per month); and none, heavy users (continuously).

29. Of the 28 customers, 4 indicated having planned usage programs of temporary help and 23 indicated having no planned usage programs.

30. When the customers were asked if a temporary worker had ever been hired on a permanent basis, 14 indicated yes and 14 indicated no.

Temporary Workers

31. Of the 27 temporary workers, 18 were married; 6, unmarried; 2, divorced; and 1, widowed.

32. Of the 27 temporary workers, 9 were classified as less than 25 years of age; 10, 25 to 34; 1, 35 to 44; and 7, 45 and above.

33. Of the 27 temporary workers, 0 were classified as being available one day per week; 6, two to four days; 19, five days; and 2, six days.

34. Reasons dealing with family, full-time permanent jobs, work experience, and miscellaneous were the specific reasons given by the 27 temporary workers for temporary work.

35. Choice of hours, changing environment, freedom of movement, and added work experience were the most frequently indicated attractive features of temporary work.

36. When the most attractive features of temporary work were ranked by the 27 temporary workers, freedom of movement was ranked most attractive; choice of hours and changing environment, second most attractive; and meeting more people/making more friends, third most attractive.

37. Low pay compared to regular employees, dreary work given to temporary workers, lack of holiday pay, lack of other benefits, and lack of responsibility were the most frequently indicated unattractive features of temporary work.

38. When the most unattractive features of temporary work were ranked by the 27 temporary workers, low pay compared to regular employees was ranked most unattractive; low pay compared to regular employees, dreary work given to temporary workers, and lack of holiday pay, second most unattractive; and low pay compared to regular employees, third most unattractive.

39. High school was the most frequently indicated source of secretarial training by the temporary workers. On-the-job experience was the second most frequently-indicated source of secretarial training.

40. Typewriting was indicated as a needed skill by 25 temporary workers; shorthand dictation, 13; machine transcription, 22; and automatic typewriter/word processing equipment, 15. Other skills listed were keypunch, adding machine/calculator, telephone equipment, data processing terminals, teletype, filing, and bookkeeping.

41. The temporary workers indicated that the temporary help service supervisors provided a job description for the temporary worker. The job description contained specific details about the job.

42. The temporary workers indicated that skills were utilized on jobs calling for a specific skill or skill combination.

43. Of the 27 temporary workers asked if he/she felt a sense of commitment to the temporary help service, 26 of the temporary workers did feel a sense of commitment while one did not.

44. Of the 27 temporary workers asked if he/she would take a permanent job if offered one, 15 temporary workers indicated yes, while 10 indicated no.

45. Of the 27 temporary workers asked if temporary work were not available would he/she not seek a job or seek a full-time permanent job, 9 indicated he/she would seek no job, and 17 indicated he/she would seek a full-time permanent job.

II. IMPLICATIONS

The implications of the findings of the study were as follows:

1. High school students should be made aware of the temporary help service as a source of employment.

2. Temporary help services could provide a variety of work experience for students as well as business teachers during the summer.

3. Students could benefit from the evaluations and interviews provided by temporary help services.

4. Working for temporary help services could give students an insight into a variety of jobs in business.

5. Clerical as well as secretarial type positions are available through temporary help services.

III. RECOMMENDATIONS

As a result of this research, the following recommendation is made:

1. Conduct a study to determine a profile of temporary workers that typifies the nucleus of workers that the temporary help services rely upon.

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BIBLIOGRAPHY

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APPENDICES

APPENDIX A

TEMPORARY HELP SERVICE MANAGERS' QUESTIONNAIRE

INTERVIEW FOR TEMPORARY HELP SERVICES

COMPANY NAME _____ DATE _____

1. How does your firm determine a customer's needs for a specific job assignment?

2. Does your firm in any way orientate the worker for a particular job assignment?

____ a yes, how? _____

____ b no, why not? _____

3. How does your firm choose a worker for a particular job assignment?

4. Has your firm ever lost customers due to mismatching of customers and temporary help service workers?

____ a yes _____

____ b no _____

____ don't know _____

5. What immediate steps are taken to ensure customer satisfaction with the temporary help service worker?

6. What, if anything, is done to promote future customer use of the temporary help service when dissatisfaction has occurred?

7. Does your firm plan programs of temporary usage with your customers?
 ___ a yes
 ___ b no, why not? _____
8. What is the nature of some of the planned usage programs?

9. During which month(s) does your firm receive the most requests for temporary help services?
 ___ a January
 ___ b February
 ___ c March
 ___ d April
 ___ e May
 ___ f June
 ___ g July
 ___ h August
 ___ i September
 ___ j October
 ___ k November
 ___ l December
10. Does your firm ever experience lack of supply during these peak periods?
 ___ a yes
 ___ b no, why not? _____
11. How are temporary workers evaluated on performance on a job assignment?

12. What, if any, steps are taken when an unsatisfactory evaluation is received?

13. Does your firm have any way for temporary workers to "brush up" on skills?
 ___ a yes, how? _____
 ___ b no _____
14. Does your firm have any program of benefits for temporary workers?

15. How many temporary office workers are now listed with your firm?

16. What type of tests are given prospective workers and what are the minimum standards required on these tests for eligibility for temporary work?

<u>Type of Tests</u>		<u>Minimum Standards</u>
☐ a	clerical aptitude	_____
☐ b	English	_____
☐ c	filing	_____
☐ d	math	_____
☐ e	punctuation and capitalization	_____
☐ f	shorthand dictation	_____
☐ g	shorthand dictation and transcription	_____
☐ h	spelling	_____
☐ i	typewriting accuracy and speed	_____
☐ j	typewriting accuracy only	_____
☐ k	typewriting speed only	_____
☐ l	other, specify _____	_____
	_____	_____
	_____	_____
	_____	_____

APPENDIX B

CUSTOMERS' QUESTIONNAIRE

INTERVIEW SHEET FOR CUSTOMERS

COMPANY NAME _____ DATE _____

1. How did your firm choose a temporary help service?

2. Does your firm use more than one temporary help service?

____ yes, why _____
____ no, _____

3. For what reasons does your firm usually employ a temporary help service worker?

____ a less paperwork
____ b lower employee cost
____ c one-time projects
____ d peak load periods
____ e possible permanent recruitment
____ f specialized work
____ g temporary replacement (permanent employee leaving)
____ h vacation replacement
____ i other, specify _____

4. How often does your firm use temporary help?

____ a infrequent: 1-4 times per year
____ b regularly: 2 or more times per month
____ c heavy use: on a continuous basis

5. During which month(s) does your firm request temporary help services the most?

____ a January	____ g July
____ b February	____ h August
____ c March	____ i September
____ d April	____ j October
____ e May	____ k November
____ f June	____ l December

____ m No peak periods _____

6. Does your firm follow any program of planned usage of temporary help service workers through the temporary help services?
____ a yes, why? _____
____ b no, why not? _____
7. Has your firm ever hired a temporary worker on a permanent basis?
____ a yes, why? _____
____ b no _____
8. Are there any reasons for not hiring temporary workers on a permanent basis?
____ a yes, why? _____
____ b no _____
9. What questions are asked by the temporary help service in order to determine your firm's needs for a specific job assignment?

10. Are you provided a chance for feedback to the temporary help service on the satisfaction of the temporary worker(s) your firm uses?
____ a yes, what kind? _____
____ b no _____
11. What procedures have been used to ensure your firm's satisfaction with the temporary help service and its workers?

12. Has your firm ever been dissatisfied with the temporary help service worker(s)?
____ a yes, why? _____
____ b no _____

13. Rate the temporary help service your firm uses most often on the following criteria by placing the appropriate number in the blank. (1 = excellent; 2 = good; 3 = fair; 4 = poor)

☐ a past performance of the temporary help service
☐ b quality of the service given to your firm
☐ c quality of temporary worker(s) sent to your firm
☐ d reputation of the temporary help service
☐ e speed in supplying personnel for temporary work

14. Place a check below indicating the total number of full-time persons you employ in your firm.

☐ a 1-5
☐ b 6-15
☐ c 16-30
☐ d 31-50
☐ e 51-99
☐ f 100-249
☐ g 250-499
☐ h 500-999
☐ i Over 1000

15. Place a check below indicating the total number of full-time office persons you employ in your firm (secretaries, typists, word processors, etc.).

☐ a 1-5
☐ b 6-15
☐ c 16-30
☐ d 31-50
☐ e 51-99
☐ f 100-249
☐ g 250-499
☐ h 500-999
☐ i Over 1000

16. In what area of business is your firm engaged?

☐ a agriculture, forestry and fishing
☐ b contract construction
☐ c finance, insurance and real estate
☐ d government—federal, state, local, international
☐ e manufacturing
☐ f mining
☐ g services
☐ h transportation and other public utilities
☐ i wholesale and retail trade
☐ j others

APPENDIX C

SAMPLE COVER LETTER AND TEMPORARY WORKERS' QUESTIONNAIRE

608 Stokely Management Center
The University of Tennessee
Volunteer Boulevard
Knoxville, TN 37916
September 11, 1979

I am a graduate student at The University of Tennessee, Knoxville, and am working toward a Master's degree in business education. My research project, Temporary Help Services: Their Role in Offices of Selected Business Firms in Jackson, Mississippi, is designed to look at three groups in regard to temporary help services: the temporary help service, the business as a temporary help service user, and you as a temporary help service worker.

I am seeking information concerning why you chose temporary work, what are the attractive and unattractive features of temporary work, what type of qualifications in skilled areas do you possess, and where did you receive your secretarial training. Your answers will assist in determining the attitudes and opinions of a Jackson temporary worker. Information concerning your educational background will aid educators in developing more relevant educational programs. All information will be kept confidential, and no person will be identified by name in the report of the data.

If you agree to participate, please read and sign the consent form and then fill out the questionnaire. A self-addressed, stamped envelope is enclosed for you to return the questionnaire by September 28. Your cooperation will be greatly appreciated. A summary will be sent to you upon completion of the study.

Sincerely,

Paula A. Crawford
Graduate Student

Enclosures

INTERVIEW SHEET FOR WORKERS OF TEMPORARY HELP SERVICES

1. Why did you choose temporary work?

2. On certain job assignments that call for a skill or skill combination, have those skills been utilized?

- ☐ a yes
☐ b no

3. Rank the top three most attractive features of temporary work.
(1 = highest; 3 = lowest)

- ☐ a added work experience
☐ b changing environment
☐ c choice of hours
☐ d freedom of movement
☐ e lack of commitment to a specific job
☐ f lack of responsibility
☐ g meeting more people and making more friends
☐ h short-term salary
☐ i other, specify _____

4. Rank the top three most unattractive features of temporary work.
(1 = least attractive)

- ☐ a dreary work given to temporary employees
☐ b feeling of being unwanted or left out
☐ c job insecurity
☐ d lack of holiday pay
☐ e lack of sick pay
☐ f lack of other benefits
☐ g lack of responsibility
☐ h low pay compared to regular employees
☐ i movement from locality to locality
☐ j other, specify _____

5. Would you take a permanent job if offered one?

- ☐ a yes _____
☐ b no, why not? _____

6. If temporary work were not available, would you,

- ☐ a seek no job
☐ b seek a full-time permanent job

7. After you accept an assignment, what type of job description and orientation do you receive for the assignment?

8. As a temporary worker, do you feel a sense of commitment to the temporary help service? (For example, when you have accepted an assignment, do you feel obligated to complete the assignment?)

☐ a yes
☐ b no

(Explanation, optional) _____

9. What are your qualifications in the skilled areas?

☐ a typewriting _____ wam
☐ b shorthand dictation _____ wam
☐ c machine transcription
☐ d automatic typewriter or other word processing equipment
☐ e keypunch
☐ f other, specify _____

10. Where did you receive your training for secretarial work?

☐ a area vocational school
☐ b business college
☐ c community or junior college
☐ d high school
☐ e senior college or university
☐ f temporary help service sponsored training program
☐ g other, specify _____

11. How long have you been employed with this temporary help service?

12. What is your age group?

☐ a less than 25 years
☐ b 25-34
☐ c 35-44
☐ d 45 and over

13. What is your marital status?

- ☐ a married
- ☐ b unmarried
- ☐ c divorced
- ☐ d widowed

14. How many days during the week are you available?

- ☐ a one
- ☐ b two-four
- ☐ c five
- ☐ d six

APPENDIX D

LIST OF TEMPORARY HELP SERVICES, CUSTOMERS,
AND TEMPORARY WORKERS

TEMPORARY HELP SERVICES

Kelly Services, Inc.,
Kelly Girl Division
Jackson, MS

Manpower, Inc.
Jackson, MS

Tatum Temps, Inc.
Jackson, MS

CUSTOMERS

Barlow and Plunkett
Jackson, MS

Blue Cross and Blue Shield
Jackson, MS

Connecticut Mutual Life Insurance
Jackson, MS

DeMiller, Denny, Word and Company
Jackson, MS

Deposit Guaranty National Bank
Jackson, MS

The Design Collective
Jackson, MS

Episcopal Bishop of Mississippi
Jackson, MS

Equitable Life Assurance Society
of America
Jackson, MS

Family Medical Group
Jackson, MS

Fidelity Bank
Jackson, MS

Fowler Buick Company
Jackson, MS

GTE Sylvania
Jackson, MS

General Electric Plant
Jackson, MS

Hinds General Hospital
Jackson, MS

Homestead Savings and Loan
Jackson, MS

McCarty State Pride
Jackson, MS

Mississippi Children's Home
Society
Jackson, MS

Multiple Listing Service
Jackson, MS

Reichhold Chemical Company
Jackson, MS

Servicemaster of Jackson
Jackson, MS

Sperry Vickers
Jackson, MS

Standard Life Insurance Company
Jackson, MS

Watkins, Pyle, Ludlam and
Stennis
Jackson, MS

Western Auto Supply Company
Jackson, MS

Will Ross, Inc.
Jackson, MS

Williams, Nadar and Company
Jackson, MS

J. W. Underwood and Company
Jackson, MS

Thomas Yates and Company
Jackson, MS

TEMPORARY WORKERS

Ms. Linda R. Bailey
Jackson, MS

Ms. Joyce Berrong
Jackson, MS

Ms. Liz Blackmon
Jackson, MS

Ms. April S. Christopher
Jackson, MS

Ms. Lois B. Cook
Jackson, MS

Ms. Susan E. Cornett
Jackson, MS

Ms. Sylvia Finch
Jackson, MS

Ms. Carol J. Ford
Jackson, MS

Ms. Eileen A. Gault
Jackson, MS

Ms. Linda R. Gibson
Jackson, MS

Ms. Lori L. Johnson
Jackson, MS

Ms. Rosalyn Johnson
Jackson, MS

Ms. Gwen Johnston
Jackson, MS

Ms. Beverly B. Kimbrough
Jackson, MS

Ms. Carol Kirby
Jackson, MS

Ms. Shirley A. Lowe
Jackson, MS

Ms. Barbara Lowstuter
Jackson, MS

Ms. Debra J. Maury
Jackson, MS

Ms. Jane May
Jackson, MS

Ms. Jennifer Morriset
Jackson, MS

Ms. Donna O'Hara-Szwed
Jackson, MS

Ms. Cynthia Smallwood
Jackson, MS

Ms. Elizabeth Taylor
Jackson, MS

Ms. Otha Mae Tillman
Jackson, MS

Ms. Lillian Webber
Jackson, MS

Ms. Shelley Weissman
Jackson, MS

Ms. Ashley Worthington
Jackson, MS

VITA

Paula Anne Crawford was born in Clarksdale, Mississippi, on October 23, 1956. She attended schools in that city and was graduated from Clarksdale High School in May 1974. The following September she entered Delta State University, Cleveland, Mississippi, and in May 1978 she received a Bachelor of Science in Education degree with a major in business education. While attending Delta State University, she received the National Business Education Association and Mississippi Business Education Association Awards of Merit.

She accepted a teaching assistantship at The University of Tennessee in the fall of 1978, and began study toward a Master's degree. In December 1979, she received the Master of Science degree with a major in business education and a minor in office administration.

The author is a member of National Business Education Association, Mississippi Business Education Association, Delta Pi Epsilon, Pi Omega Pi, and Delta Mu Delta.

She is the daughter of Mr. and Mrs. Ben A. Crawford, Jr. of Jackson, Mississippi.